

IMCOM Regulation 10-1

**Organization, Mission, and  
Functions U.S. Army  
Installation  
Management  
Command**

**Department of the Army**  
Headquarters, U.S. Army  
Installation Management Command  
San Antonio, Texas  
10 June 2011

UNCLASSIFIED

## **PREFACE**

The mission of Installation Management Command (IMCOM) is to provide Soldiers, Civilians and their Families with a quality of life commensurate with the quality of their service.

Our services and programs effectiveness is imperative to meet and support Army readiness and All-Volunteer Force, while striving to achieve higher levels of performance that support Soldiers, Civilians and their Families deserve.

This document describes the mission, organization and responsibilities within the Installation Management Command and depicts the interrelationships and integration among the staff elements of IMCOM Headquarters, Regions and Garrisons necessary to accomplish our roles and functions to support the total Army.

Additionally, a comprehensive partnership blueprint for today and tomorrow's successful installation management strategy are depicted with leaders within the Installation Management Community, including Assistant Secretary of the Army for Installation, Energy, and Environment (ASA (IE&E)); Assistant Secretary of the Army for Manpower and Reserve Affairs (ASA (M&RA)); Assistant Chief of Staff for Installation Management (ACSIM) that defines initiatives and actions that must be accomplished to create irreversible momentum for the Installation Management Community to achieve success into the foreseeable future.

**“We are the Army’s Home”**

10 June 2011

## Organization, Mission, and Functions

### HEADQUARTERS, INSTALLATION MANAGEMENT COMMAND (IMCOM) ORGANIZATION, MISSION, AND FUNCTIONS

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**History.** This publication is a revision of the U.S. Army Installation Management Agency (IMA) Regulation 10-XX (Draft), Installation Management Agency Operational Mission and Functions. This regulation is effective 10 June 2011 and becomes the U.S. Army Installation Management Command Regulation (IMCOM REG) 10-1.

**Summary.** The purpose of the IMCOM regulation is to provide an understanding of mission, duties, responsibilities and functions of IMCOM, the Command Group, and the coordinating and special staff within the organization. This IMCOM regulation depicts the command's mission, functions and responsibilities for conducting business within the IMCOM Area of Responsibility. This regulation establishes how daily business within IMCOM is conducted, staff responsibilities of missions and functions and details the vertical and horizontal integration for all subordinate commands within IMCOM.

**Applicability.** This IMCOM regulation applies to the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve, unless otherwise stated. During mobilization, the proponent may modify chapters contained in this IMCOM regulation. Portions of this regulation that prescribe specific conduct are punitive, and violations of these provisions may subject offenders to non-judicial or judicial action under the Uniform Code of Military Justice. The equal opportunity terms found in the glossary are applicable only to uniformed personnel. AR 690–600 contains similar terms that are applicable to DA civilians.

**Proponent and exception authority.** The proponent of this IMCOM regulation is the G5 Plans Directorate, Force Management Division. The proponent has the authority to approve exceptions or waivers to this regulation that are consistent with controlling law and regulations. The proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this IMCOM regulation by providing justification that includes a full analysis of the expected benefit and must include formal review by the activity's senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through their higher headquarters to the policy proponent. Refer to AR 25-30 for specific guidance.

**Army management control process.** This regulation does not contain management control provisions.

**Supplementation.** Supplementation of this IMCOM regulation and establishment of command and local forms are prohibited without prior approval from the G5 Plans Director, Force

Management Division, 11711 Interstate Highway 35 North, Suite 110, San Antonio, Texas 78233-5498.

**Suggested improvements.** Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) directly to the G5 Plans Director, Force Management Division, 11711 Interstate Highway 35 North, Suite 110, San Antonio, Texas 78233-5498.

**Distribution.** Distribution of this publication is available in electronic media only and is intended for command levels A, B, C and D for the Active Army, the Army National Guard/Army National Guard of the United States, and the U.S. Army Reserve.

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## **Chapter 1 Introduction**

### **1-1. Purpose.**

This regulation prescribes the organization, missions, and functions of U.S. Army Installation Management Command (IMCOM), including its Headquarters, Regions, Garrisons and Major Subordinate Command (MSC), the Army Environmental Command. Furthermore, this regulation provides the basis for a U.S. Army Garrison Organization, to include its control offices, installation support offices, and installation support directorates.

### **1-2. References.**

Appendix A provides a listing of references used in this publication.

### **1-3. Explanation of terms and abbreviations**

- (1) Appendix B provides a listing of Common Functions for all IMCOM organizational levels and sub-activities.
- (2) Appendix C provides a glossary of abbreviations and terms used in this publication.

### **1-4. Responsibilities.**

a. The Deputy Commanding General for Operations (DCG/O) will approve changes to this regulation.

b. The G5 Plans Director, will:

- (1) Serve as the lead for this regulation;
- (2) Advise and assist IMCOM elements on organizational and functional alignment, standardization, format, and adequacy of statements of responsibility and functions;
- (3) Review and coordinate proposed changes and forward recommendations for approval to the DCG/O; and
- (4) Recommend changes to the DCG/O and process approved changes to IMCOM Tables of Distribution and Allowances (TDA).

c. IMCOM elements will ensure that definitions of the organizational structure, functions, and responsibilities shown in this regulation are current and accurate. Annually, each element will undertake a critical analysis and review of its structure, functions, and responsibilities. Updates will occur as needed to integrate these results and ensure IMCOM remains an agile, adaptive, and innovative organization.



## **1-5. Scope.**

a. This regulation focuses on the organization, functions and responsibilities of IMCOM and how IMCOM supports the mission and functions assigned to IMCOM.

b. IMCOM Regulation 10-1 is the capstone regulation for the organization and functions of IMCOM.

## **1-6. Policy.**

a. This regulation assigns functions and responsibilities to the command group, personal staff, special staff, and coordinating staff offices (collectively referred to as IMCOM, AEC, Regions, and Garrisons).

b. Each IMCOM element will be structured to facilitate effective and efficient mission accomplishment. Directors will organize their offices with the least number of elements, without the layering of supervisory echelons, and with the most efficient manpower required to carry out their responsibilities. Similar functions will be consolidated and functions or structures that are duplicated (or fragmented) or that do not support assigned missions will be eliminated. Elements will be structured with the maximum span of control.

c. IMCOM elements exist to assist the Commanding General (CG) IMCOM, in accomplishing the mission by providing staff management, planning, and coordination capabilities. The command group, personal staff, and special staff elements also provide professional and technical services and advisors.

d. The management style within IMCOM will be characterized by use of action officers as subject matter experts (SMEs). Staff procedures will be designed to facilitate efficient action officer operations and interaction.

e. In all matters, IMCOM elements act through the DCG/O or DCG/Support, who act on behalf of the CG, IMCOM.

## **Chapter 2 Mission and Organization**

### **2-1. Mission of IMCOM.**

IMCOM manages and supports 83 Army installations worldwide. Our mission is to provide Soldiers, Civilians and their Families with a quality of life commensurate with their quality of service. IMCOM executes installation readiness missions, provides equitable services and facilities, optimizes resources, sustains the environment, and enhances the well being of the military community. IMCOM is accountable for the efficient delivery of installation services and support and is responsive to Army Commands (ACOMs), Army Service Component Commands (ASCCs) and Direct Reporting Units (DRUs) through a supporting to supported relationship.

## 2-2. Organization of IMCOM.

IMCOM is designated as a Direct Reporting Unit (DRU) by the Secretary of the Army (SA) and reports directly to the Assistant Chief of Staff for Installation Management (ACSIM).

### IMCOM HQ ORGANIZATION

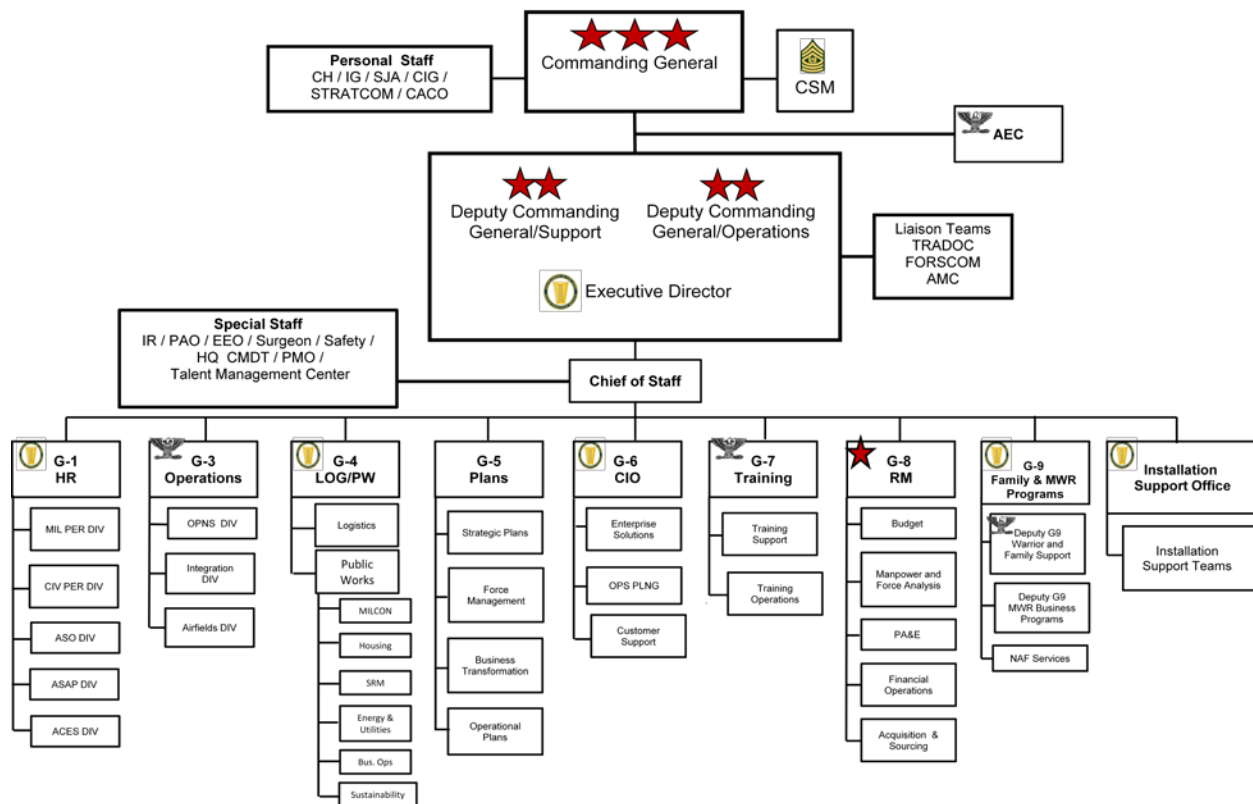


Figure 2-1: IMCOM Organizational Structure

## 2-3. Core Functions.

IMCOM has six core functions identified by the Department of the Army Regulation (AR) 10-87, which IMCOM must perform in order to fulfill its mission for the Army. IMCOM's core functions also provide a design for the organization and assist in identifying roles and responsibilities. IMCOM's core functions are listed below:

- a. IMCOM is designated as a DRU by the SA and reports directly to the ACSIM.
- b. IMCOM is responsible for the planning and execution of DRU responsibilities.
- c. IMCOM is responsible for installation management services and programs on assigned Army installations for Army customers and other activities in accordance with (IAW) appropriate regulations, and negotiated agreements.

d. IMCOM is the Army's expert for installation management and base support services. IMCOM implements Army policy for centralized and standardized management of IMCOM-managed installations. IMCOM develops operating methods, concepts, and procedures which it implements at IMCOM-managed installations and which provide guidance to installations and activities not managed by IMCOM.

e. IMCOM is accountable for effective support of mission activities on IMCOM managed installations. IMCOM provides Garrison organizations with incorporated functional Garrison staff requirements in order to provide a common platform for efficient delivery of base support services for the Army.

f. CG, IMCOM does not manage all Army installations. Army Reserve/National Guard (ARNG) installations remain under National Guard Bureau (NGB) and state/territory management. Some special installations are controlled by their respective ACOM, ASCC or DRU.

#### **2-4. Command and Control Relationships.**

a. The CG, IMCOM is dual-hatted as the Assistant Chief of Staff for Installation Management (ACSIM) and is supervised by the Chief of Staff of the Army (CSA) and Vice Chief of Staff of the Army (VCSA).

b. The Assistant Secretary of the Army (ASA) Installation, Energy and Environment (IE&E) sets the strategic direction, determines objectives, establishes policy, sets standards and proposes programming and funding for Army installations and real property.

c. The ASA Manpower and Reserve Affairs (M&RA) establishes Army policy and standards for people, quality of life, and well-being programs.

d. The Commander IMCOM is responsible to the ASA's for execution of assigned responsibilities contained in Title 10 USC 3013(b). The Commander IMCOM exercises administrative control (ADCON) authority and responsibility on behalf of the ASA and, in this regard, is primarily responsible for the administration and support of Army forces worldwide for certain ADCON functions.

e. The Commander, IMCOM is authorized to communicate directly with Army Commands (ACOM), Army Service Component Commands (ASCC), other Direct Reporting Units (DRU) commanders, Headquarters, Department of the Army (HQDA), other Department of Defense (DOD) headquarters and agencies, and other government departments, as required on matters of mutual interest subject to procedures established by the CSA.

## **Chapter 3 IMCOM Command Group**

### **3-1. Commanding General (CG).**

The CG, IMCOM is responsible for projecting the vision while ensuring that IMCOM manages Army installations to support readiness and mission execution, provides equitable services and facilities, optimizes resources, sustains the environment and enhances the wellbeing of the military community.

### **3-2. Command Sergeant Major (CSM).**

a. The Command Sergeant Major (CSM) serves as the principal advisor to the CG on all Enlisted Soldiers' training, training support, Soldier and Family programs, and actions within the command. Interfaces with all Region and staff directorates to advise the CG on IMCOM programs and policies affecting enlisted personnel.

b. Lead Responsibilities. The CSM has the following lead responsibilities:

(1) Ensures all IMCOM enlisted Garrison personnel needs are supported and are provided access to CSMs, commanders and special staff offices to include the Inspector General and Equal Employment Opportunity.

(2) Ensures fair and impartial administration of personnel actions, military justice, schools and promotion selection, leave and pass availability, assignment to duties, and details and provisions of services and facilities.

(3) Monitors all Permanent Party Reception programs, virtual in-processing program development and implementation, and IMCOM permanent party sponsorship, reception, and integration programs.

(4) Monitors, assesses, and assists in the development of all training and professional development programs associated with region and garrison Command Sergeants Major and Sergeants Major.

(5) Reviews all enlisted evaluation reports sent to the command group for rating or review.

(6) Conducts periodic Sergeants Major calls to disseminate information and instructions.

(7) Serves as a member of the applicable IMCOM Awards Boards.

(8) Monitors all IMCOM training services and support programs.

(9) Accompanies the CG on circulations and make direct coordination on a daily basis.

(10) Monitors barracks conditions and all aspects of Soldier and Family support associated with the Army Family Covenant. Chairs the monthly barracks handoff VTC with all regions.

(11) Provides all newly assigned commanders, directors, sergeants major, and senior enlisted personnel and civilians on the command's history, Army traditions, standards, and command regulations and policies.

(12) In conjunction with staff principals, develops, refines, and executes the IMCOM Non-Commissioned Officer (NCO) and Soldier of the Year Program. Serve as president of the IMCOM NCO and Soldier of the Year Board.

(13) In conjunction with the IMCOM Directorate of Human Resources/G1, reviews and validates all Tables of Distribution and Allowances (TDA) enlisted authorizations and management of assigned personnel.

(14) Inspects subordinate NCOs in the performance of their duties; notes discrepancies and initiates appropriate corrective action. Informs commanders and /or directors of findings when appropriate.

### **3-3. Deputy Commanding General (DCG)/Operations (DCG/O).**

a. The DCG/O is a deputy to the CG, IMCOM. The DCG/O supervises the coordination and issuance of directives and instructions to ensure unity of action and compliance with the CG, IMCOM's guidance. Supervises and coordinates the activities of IMCOM elements. The DCG/O has oversight and coordinates the activities of the G3 Operations, G5 Plans, G7 Training, G6 Information Management, Provost Marshall Office (PMO) Anti-Terrorism/Force Protection (AT/FP) and Safety.

b. Lead Responsibilities. The DCG/O has the following lead responsibilities:

- (1) Ensures all activities are executed with the CG's intent.
- (2) Approves all correspondence from designated staff elements.
- (3) Represents the CG at conferences, seminars, ceremonies, official functions, and public events as directed.
- (4) Facilitates communication flow across the command group and among staff sections.
- (5) Serves as the Rater for designated staff principals and subordinate command personnel, where appropriate and designated in the IMCOM rating scheme.
- (6) Advises on staff actions and actions having command impact.
- (7) Ensures unity of action and compliance with general guidance to HQ, IMCOM elements.
- (8) Supervises long-range planning, organizational development, and program coordination and review.
- (9) Ensures functional coordination between ACSIM and IMCOM for Congressional actions, inquiries, and White House correspondence.

(10) Directs staff in the formulation and execution of plans, policies, programs, and procedures in support of mission readiness and execution to enable the well-being of Soldiers, civilians and Family members, improve infrastructure, and preserve the environment.

(11) Directs the development and review of plans, programs, policies, and procedures for the execution of Command-wide activities as required by Army Force Generation (ARFORGEN) and CG priorities.

### **3-4. Deputy Commanding General (DCG)/Support (DCG/S).**

a. The DCG/S is a deputy to the CG, IMCOM. The DCG/O supervises the coordination and issuance of directives and instructions to ensure unity of action and compliance with the CG, IMCOM's guidance, as well as supervises and coordinates the assigned activities of IMCOM. The DCG/S has oversight and coordinates the activities of the G1 Human Resources, G4 Logistics/Public Works, G8 Resources Management, and G9 Family and Morale, Welfare Recreation.

b. Lead Responsibilities. The DCG/S has the following responsibilities:

- (1) Ensures all activities are executed with the CG's intent.
- (2) Approves all correspondence from designated staff elements.
- (3) Represents the CG at conferences, seminars, ceremonies, official functions, and public events as directed.
- (4) Facilitates communication flow across the command group and among staff sections.
- (5) Serves as the Rater for designated staff principals and subordinate command personnel, where appropriate and designated in the IMCOM rating scheme.
- (6) Advises on staff actions and actions having command impact.
- (7) Ensures unity of action and compliance with general guidance to HQ, IMCOM elements
- (8) Ensures that internal controls are sufficient within IMCOM and its FOAs to prevent or minimize the risk of waste, fraud, and abuse of government resources.
- (9) Directs staff in the formulation and execution of plans, policies, programs, and procedures in support of matters relating to the overall management and resourcing of installations worldwide under the CG's guidance.
- (10) Oversees organizational inspection programs, including Staff Assistance Visits.

### **3-5. The Chief of Staff (CoS).**

a. Serves as the principal assistant and is in constant communication with CG. Receives decisions and ensures subordinate commanders are alerted to actions required. Ensures orders

and instructions are executed. Obtains information and instructions received from or given to higher or subordinate commanders. Assumes responsibility for special project initiatives as defined by the CG and executes other CG assigned tasks

b. Lead Responsibilities:

(1) Facilitates and coordinates communication flow and execution action across the Command Group between staff sections, including OACSIM, other Department of the Army Staffs and ACOMs. Leads and executes Command Group intent with IMCOM staff.

(2) Directs and supervises staff planning and execution. Ensures the staff is aligned with and exercises CG intent. Tasks personnel and staffs as required.

(3) Promulgates administrative policies and guidance concerning staff procedures, staff management practices, and staff action control within HQ, IMCOM

(4) Establishes and controls the battle rhythm for IMCOM HQ. Oversees HQ Command Group administrative functions and interaction.

(5) Supervises the development and execution of command briefing and meetings, command and staff.

(6) Ensures all instructions published to the command are in accordance with command policies and plans.

(7) Studies situations with a view toward being prepared for future contingencies.

(8) Keeps CG informed daily on key issues.

(9) Liaison with adjacent, higher, subordinate, and support elements.

(10) Greet and brief senior military and civilian dignitaries. Oversee ceremonies, visitors programs, and all aspects of protocol.

(11) Directs, supervises, integrates, and coordinates the work of the Headquarters Commandant Office to ensure all efforts meet CG intent. Exercises managerial authority over all Headquarters Commandant functions to include Secretary of the General Staff Administrative Section (SGS), Executive Services, and Protocol at the HQ. Maintains classification authority over all HQ CMDT positions. Sets performance standards and serves as the Higher Level Rater (HLR) to HQ CMDT senior subordinate employees as designated in the IMCOM rating scheme. Makes the selection for all key HQ CMDT positions.

(12) Authorized to sign orders and correspondence on behalf of Commanding General per his guidance and intent.

(13) In coordination with the HQ Commandant Director, chair the HQ Program Budget Advisory Committee (PBAC). Manage all resources allocated the HQ. Review funding and budget as part of HQ PBAC

### **3-6. Executive Director (ED).**

a. The Executive Director (ED) acts for the CG, within delegated authority and command guidance, concerning operations and activities throughout IMCOM. The ED is responsible for staff oversight of Talent Management Center, Public Affairs Office, Strategic Communications (STRATCOM), ACOM Liaison Offices, and the Command Initiatives Group.

b. Lead Responsibilities. The ED has the following lead responsibilities:

- (1) Ensures all activities are executed with the CG's intent.
- (2) Approves all correspondence from designated staff elements.
- (3) Represents the CG at conferences, seminars, ceremonies, official functions, and public events as directed.
- (4) The formulation and execution of plans, policies, programs, and procedures in support of matters relating to the overall management and resourcing of installations worldwide under the CG's guidance.
- (5) Serves as lead for IMCOM strategic communications initiatives by: defining the strategic communication environment; developing prioritized themes and messages in support of command priorities; identifying events and opportunities for focused IMCOM participation; and giving directive guidance to support command priorities and desired outcomes.
- (6) Serves, as the senior civilian, as the commander's principal adviser on civilian matters.
- (7) Serves as the Command representative for political liaison and civil-military coordination.
- (8) Rates designated staff and special staff principals as designated in the IMCOM rating scheme.
- (9) Represents the CG at meetings or activities relating to these functions.
- (10) Serves as senior civilian for the Command's Talent Management Center.

### **3-7. Secretary of the General Staff (SGS).**

a. Mission: The Secretary of the General Staff (SGS) serves as the principal advisor to the command group for administration and coordinates command group operations. The SGS provides guidance to IMCOM staff for processing staff actions, scheduling activities with the command group, and military and civilian awards, evaluations, and appraisals. The SGS maintains and coordinates administrative, logistics, and protocol activities for the IMCOM Command Group.

b. Organization. The Secretary of the General Staff (SGS) consists of a single office with support staff that reports to the Chief of Staff.



c. Lead responsibilities. The Secretary of the General Staff (SGS) has the following responsibilities:

(1) Reviews and analyzes all correspondence submitted to the command group for administrative completeness, appropriate coordination, proper level of signature, and compliance with established policies and procedures.

(2) Manages and monitors flow of correspondence among the command groups.

(3) Maintains situational awareness and verifies execution of all directives, orders, delegations, and instructions the commander issues to HQ, IMCOM elements.

(4) Provides resources and support for operations, training, and professional development to all command group, personal staff, and special staff.

(5) Processes, disseminates, and tracks to completion CG, IMCOM and IMCOM Command Group non-operational tasks, and maintains visibility on congressional and White House inquiries.

(6) Tasks and exercise quality control over read-ahead generated by the Office of the CG, IMCOM.

(7) Maintain effective communications with Staff and Command Group on status of Installation Management Community actions through daily contact with the ACSIM Executive Officer (XO), the ACSIM SACO Staff, and Bi-Weekly XO meetings to address status of actions, and weekly meetings with ACSIM to review status and update, modify or receive new task as required.

### **3-8. Army Commands (ACOM) Liaison Office (LNO).**

a. Mission. The ACOM Support LNOs ensure timely information transmission directly to their respective commands. The ACOM Support Teams are the personal representative of the CG. The command uses ACOM Liaison Officers (LNOs) to transmit information directly to respective ACOMs.

b. Organization. IMCOM has two LNO per ACOM.

c. Lead Responsibilities. The ACOM LNO has the following lead responsibilities:

(1) Ensures physical forward stationing with the respective ACOM.

(2) Remains informed of the ACOM's current situation and provide that information to IMCOM staff.

(3) Actively obtains information without interfering with the ACOM's operations.

(4) ACOM LNOs receive direction and general guidance from the IMCOM Command Group for routine matters.

(5) Attempts to resolve issues within the ACOM before involving the IMCOM, Region or Garrison.

(6) Conveys the mission and intent of the ACOM commander to the Region and Garrison.

(7) Serves as the face and spirit of IMCOM at the supported ACOM. Champions support for Soldiers, Families, and Civilians.

## **Chapter 4 Personal Staff**

### **4-1. Command Chaplain.**

a. Mission. The IMCOM Command Chaplain provides comprehensive religious and staff support to IMCOM, Region Chaplains, and U.S. Army Garrison Chaplaincy staffs in IMCOM. Trains, resources, and equips the IMCOM Unit Ministry Teams (UMTs).

b. Organization. The Command Chaplain office consists of the Command Chaplain with 5 Divisions: Personnel Assignments (Officer and Enlisted), Religious Education, Resource Management, Soldier and Family Ministry, and Operations/Force Structure Management.

c. Lead Responsibilities. The Command Chaplain has the following lead responsibilities to:

(1) Ensure Title 10 religious support on behalf of the Commander for the Soldiers, their Family members, and authorized civilians of the command throughout the IMCOM area of operations and responsibility.

(2) Serve as principal advisor to the IMCOM CG on all religious, worship, moral, morale, and ethical matters.

(3) Advise and provide spiritual, moral, and ethical leadership to IMCOM; develop procedures and programs for Region and Garrison Chaplain services. These services include the key missions of providing worship opportunities, religious education, pastoral care, Family care, spiritual fitness, and professional development training.

(4) Develop policy, plans, and operation orders for all religious support operations (RSO). Develop and ensure compliance of lifecycle functions of all assigned civilians. Develop long-range organizational plans and goals.

(5) Coordinate the recruitment, mobilization and activation of USAR and ARNG chaplains and chaplain assistants to conduct religious support to Rear Detachments of brigades deployed in overseas contingency operations and Family members on Army Installations.

(6) Coordinate request for orders (RFO) for all chaplain assistant (56M) assignments and lifecycle functions for 314 chaplain assistants in 74 installations worldwide. Synchronizes professional development for MOS knowledge and skills based on grade and experience of enlisted personnel.

(7) Coordinate request for orders (RFO) for all chaplain officer actions and assignments for 288 chaplains' world-wide on 79 Garrisons. Supervises chaplain personnel management of

time-on-station, time overseas, denominational balance, professional development, grade, gender, ethnic heritage, shortage faith groups, and over 34 additional variables.

(8) Supervises the management of all Chapel Tithes and Offerings Funds (CTOFs), and provide technical support and annual training to Region and Garrison Chaplain Resource Managers (CRM). Ensure compliance with the fiscal management policies of DOD, Army, and the Chaplain Corps thru annual inspections and staff assistance visits.

(9) Oversee all aspects of the Soldier and Family Ministry well-being programs on IMCOM Garrisons as it pertains to Spiritual Fitness and Resiliency.

(10) Develop and maintain Standard Models for Garrison and higher Force Structure requirements. Conduct workload and program analysis and develops measurement tools to evaluate and report quality, quantity, and effectiveness of Religious Support Operations across IMCOM.

(11) Supervise the Religious Education Program Director as expert analyst for IMCOM in the development, implementation, management, and evaluation of comprehensive religious education, spiritual formation, volunteer management, and youth ministry programs. Provides strategic planning, program assessments, research and development, program models implementation, and conduct of analytical studies to identify issues, trends, and problems.

(12) Conduct a monthly voluntary Community of Practice monthly meeting that encourages the sharing of best practices with Garrison and Region Chaplains across IMCOM.

#### **4-2. Command Office of the Inspector General (IG).**

a. Mission. The IG assesses and reports on the state of efficiency, economy, discipline, morale, training, and readiness of IMCOM.

b. Organization. The IG consists of a single office with a support staff.

c. Lead Responsibilities. The IG has the following lead responsibilities:

(1) Collects, analyzes, and maintains assistance, inquiries and investigation case data and inspection results. Teaches and trains, as needed, on Army systems, processes, and procedures to include Army inspections, and performs follow-up inspections as needed.

(2) Serves as the principal advisor to the commander and IMCOM staff on command issues and inspection policies. Advises the commander on the effectiveness of the Organizational Inspection Program.

(3) Coordinates required IG actions with other appropriate ACOMs, DRUs, and Department of the Army Inspector General (DAIG) and DOD IG.

(4) Provides technical oversight of Regional IG offices including monitoring of sensitive cases and quality control of inspections, inquiries, and/or investigations. Augments DAIG and DOD IG technical inspection teams within IMCOM.

#### **4-3. Command Office of the Staff Judge Advocate (SJA).**

a. Mission. Provide legal advice and support to the IMCOM Commanding General and senior headquarters, regional, and installation leadership and their staffs in order to facilitate IMCOM operations, ensure quality of life for Soldiers and Families, and support unit readiness.

b. Organization. The SJA consists of one consolidated legal office with three functional branches: Commercial and Fiscal Law; General Law; and FMWR.

c. Lead Responsibilities. The SJA has the following lead responsibilities:

(1) Serve as the principal adviser to the commander on military law, to include DOD Directives, DA regulations, and command regulations; domestic law; foreign and international law (where appropriate); and environmental laws and treaties. Provide accurate, timely, and practical legal advice in the areas of General Administrative and Civil Law, Contract and Commercial/Business Law, Fiscal Law, and FMWR activities.

(2) Support the Office of The Judge Advocate General (TJAG) in implementing TJAG's policy guidance throughout IMCOM. Coordinate actions and IMCOM legal support with ASCC and ACOM organizations located within IMCOM Region areas of responsibility.

(3) Provide guidance, support, and technical supervision of subordinate IMCOM region counsels and, as needed, garrison consolidated legal offices.

(4) In conjunction with OTJAG and IMCOM G8 Manpower, develops and refines legal force structure in support of IMCOM mission. Serves as IMCOM staff functional lead for legal support budget.

(5) General Law Branch advises on administrative/civil law issues including: regulatory law, government ethics, gifts, installation law, environmental law, civilian personnel and labor law matters, intellectual property law, and travel and transportation legal issues. Additionally, General Law Branch advises on issues surrounding Soldiers and training, Judge Advocate General's Corps doctrine, military justice, homosexual conduct policy (and repeal implementation), operational and domestic operational law doctrine, and government information practices such as Privacy Act and Freedom of Information Act (FOIA). Coordinates with internal and external stakeholders on law and policy proposals which impact IMCOM and the provision of services to Soldiers, Families, and Civilians. Reviews orders, policies, regulations, and programs for legal sufficiency. Provides legal staff estimate in support of IMCOM working groups and other planning teams. Runs command ethics program and oversees financial disclosure reporting program for the command.

(6) Commercial and Fiscal Law Branch advises HQ IMCOM and regions on all aspects of contract and fiscal law, to include legal advice and support on issues of Contract Formation, Contract Administration, and Contract Program Administration (including procurement integrity

and ethics training and responses, contract FOIAs, interactions with contractors, contract review boards, unauthorized commitments and ratification actions, and in-sourcing/outourcing actions). Responsible for legal advice on fiscal law to command and staff on legal availability of funds for expenditures; Anti Deficiency Act investigations & corrective actions; audits and financial reviews; and MOAs, MOUs, and ISSAs. Coordinates with Army Contracting Agency on legal aspects of contracting policies, as necessary. Provides legal support to commercial and privatization issues within IMCOM on construction (MILCON, UMMC, NAFCP); relocatable building program; Real Estate leases, licenses, permits, sales, acquisitions, and annexations; and privatization (RCI Housing, Utilities, Enhanced Use Leases, Government Owned Contractor Operated Facilities).

(7) FMWR Branch works in direct support of NAF activities undertaken by IMCOM and advises G9 and other stakeholders on legal aspects of the Army Morale, Welfare, and Recreation Fund (AMWRF) and other NAF programs. The FMWRC branch assists the G9 by identifying legal problems and participating in making legally acceptable decisions

a. Legal Advice and Counsel. Provides accurate, timely and proactive legal advice, measured by a comprehensive development of facts, discussion of relevant authority, and appropriate advice and/or a recommended course of action for resolution of the issue. Reviews, and /or coordinates on proposed legislation, regulations, policies, and procedures, enabling G9, its leaders, and personnel to accomplish their mission. Represents G9/NAF interests in administrative and/or staff meetings and performs necessary coordination with stakeholders to facilitate mission accomplishment. Takes the initiative to resolve problems of particular difficulty, sensitivity, or strategic importance in order to maximize contribution to the organization. Makes effective recommendations on decisions or courses of actions in situations where there is a high degree of uncertainty about the outcome.

b. Field Technical Support. As part of FMWR branch's legal technical chain, provides accurate and timely legal and policy advice to supported personnel at the regions and garrisons.

c. Assists other branches, as needed, in issues affecting G9/NAF equities in the areas of administrative law; FOIA/Privacy Act; military personnel law; business, commercial, and financial law; contract, fiscal, tax, and property law; GAO and GSBCA protests; contract appeals; procurement fraud and corruption; litigation support; environmental law; regulatory law; intellectual property law; law relating to military installations; labor and civilian employment law; and Ethics/Standards of conduct.

#### **4-4. Commander's Initiative Group.**

a. Mission: Provide technical expertise, analysis and recommendations on a myriad of complex issues and challenges presented to the Installation Management Community (IMC).

b. Organization: The Strategic Initiatives Group is an organic office working independently, directly reporting to/and supporting the dual-hatted ACSIM/ IMCOM Commanding General.

c. Lead Responsibilities: As senior/principal advisors, analysts and technical experts, the primary responsibilities include:

(1) Analyzes Installation Management Community missions and functions to identify gaps in core capabilities to optimize the delivery of services and programs with a focus on effectiveness, stewardship and efficiency.

(2) Conducts strategic studies and research to identify best practices and to identify future capabilities.

(3) Ensures services, programs, policies and project initiatives are aligned and consistent with National, Department of Defense (DOD) and Army strategic guidance as provided in the QDR, National Military Strategy, the Defense Strategic Management Plan (SMP), the Army Posture Statement, the Army Campaign Plan (ACP) and Army Business Transformation Plan (BTP).

(4) Provides rapid, incisive, executive analysis from an independent perspective for the ACSIM/IMCOM Commanding General.

(5) Ensures the Installation Management Community (IMC) performance management framework and metrics fit within the context of the Army, Information Management System (IMS) framework for performance and results reporting.

(6) Exercises expert technical knowledge and experience in Army missions, functions, systems, processes, performance metrics and organization as it relates to Installation Management.

(7) Maintains situational awareness of emerging trends, impending guidance or directional changes that may have a direct impact on the Installation Management Community and in the execution and delivery of programs and services.

#### **4-5. Strategic Communications (STRATCOM).**

a. Mission. Develop consistent strategic themes and messages, communicate those messages at high frequency using multiple media and serve as lead for IMCOM strategic communication initiatives by: defining the strategic communication environment; developing prioritized products, themes and messages; and identifying opportunities for focused IMCOM participation. Provide guidance to garrison leadership, HQ staff elements, and the Office of the Assistant Chief of Staff for Installation Management (OACSIM) to achieve desired outcomes in overarching objectives.

b. Organization. Strategic Communications (STRATCOM) consists of one office with a support staff.

c. Lead Responsibilities. STRATCOM has the following lead responsibilities:

(1) Develop strategic themes and messages to communicate the commander's vision, intent and initiatives to key internal and external stakeholders and customers.

(2) Develop and execute short- and long-term strategic communication plans in support of the Army and Installation Management Community strategic initiatives, goals and objectives.

(3) Develop and implement IMCOM brand management strategies that influence key audience perceptions and understanding.

(4) Engage with key audiences when promoting awareness and understanding of the command's mission. Interact with stakeholders in developing engagement strategies for communicating with various target audiences, to include elected officials.

#### **4-6. Congressional Affairs Contact Office (CACO).**

a. Mission. IMCOM Congressional Affairs Contact Office mission is to ensure that all communications with Congress are coordinated, timely, accurate, and consistent. CACO will act as the single point of entry for all Congressional inquiries regarding IMCOM operations, Garrison activities, and Family programs and Morale, Welfare, and Recreation.

b. Organization. The Congressional Affairs Contact Office consists of a single office located at HQDA, in OACSIM (Pentagon). The ACSIM/IMCOM CACO staff is dual-hatted to provide Congressional Affairs support to both OACSIM and IMCOM.

c. Lead Responsibilities. Congressional Affairs Contact Office has the following lead responsibilities:

(1) Serves as principal advisor to the DCG/S, for all issues regarding Congressional affairs and legislation.

(2) Serves as lead for receiving Congressional inquiries, assigning, and tracking to completion, actions to IMCOM headquarters and garrisons to respond to Congressional inquiries within Congressional timeframes.

(3) Provides support for Congressional Hearings related to IMCOM matters when IIMCOM personnel are called as witnesses.

(4) Notifies Regional directors of any known Congressional Delegation (CODEL) visits to Army installations. NOTE: CODEL visits are the responsibility of the Senior Mission Commander. Garrison Commanders will support the SMC as required.

### **Chapter 5 Special Staff**

#### **5-1. Command Internal Review (IR) Office.**

a. Mission. The mission of the IR is to:

(1) Serve as the principal advising office to the IMCOM Commander and staff on all audit-related and internal control matters;

(2) Serve as the principal advising office to the Army Environmental Commander and staff on all audit related and internal control matters;

(3) Provide HQ IMCOM and AEC with an internal audit capability to assess risk, sustain and improve accountability, efficiency and effectiveness of operational business practices and mission execution;

(4) Serve as the IMCOM and AEC POC for Army Audit Readiness and all other audit related matters;

(5) Perform liaison with all external auditors, to include coordination of all entrance/exit conferences, monitoring audit team site visits to Garrisons, and managing the command reply process for all external audit reports;

(6) Develop and issue major policies, procedures, plans and programs for the conduct of the full range of internal audit/review activities throughout the command;

(7) Develop the IR operational strategy and ensure its implementation by providing executive direction and technical oversight for Region and Garrison IR Offices, including Quality Assurance policies, professional procedures, and assessment execution.

b. Organization. The IR Office consists of three branches:

(1) Command Review Branch, with primary responsibility for audit readiness, ADA investigations, and the command internal audit/review capability;

(2) Liaison and Compliance Branch, with primary responsibility as the POC and liaison for the Command with external audit teams; and

(3) Family, Morale, Welfare, and Recreation Support Branch, with primary responsibility for internal audit/review services directly supporting the G9 and IMCOM NAF organizations;

c. Lead Responsibilities. The IR has the following lead responsibilities:

(1) Advises the Commander on all audit-related matters, providing external audit and internal analytical information related to efficiency of operations, stewardship of resources, discretionary spending authority, and adequacy of management controls.

(2) Provide general oversight and review of command internal controls and final review of the Commander's Annual Statement of Assurance regarding the operation and effectiveness of internal controls.

(3) Develop and direct command-wide internal review major policy, plans and programs.

(4) Serve as the Command POC for Army Audit Readiness to include: a) providing guidance and audit/review oversight across the Command regarding IMCOM Audit Readiness related to financial and operational records and processes; b) coordinating with HQ IMCOM



directorates to ensure published policies sustain audit readiness; and monitoring corrective actions and assessing procedures across the command to achieve/sustain audit readiness.

(5) Provide guidance, oversight, staff advice and assistance to Region and Garrison IR offices regarding all aspects of audit/internal review.

(6) Manage the quality assurance program for internal review activities to ensure excellent IR service to IMCOM commanders and compliance with professional internal review standards per AR 11-7.

(7) Conduct and monitor the required continuing professional education program for IMCOM IR professional staff to ensure compliance with AR 11-7 internal review professional standards.

(8) Conduct and manage the IMCOM IR Awards Program to recognize exceptional IR professionals and encourage continued professional improvement.

(9) Manage MDEP QNMG IR resources to resource Garrison internal review programs.

(10) Conduct internal audits/reviews at the Command Headquarters, subordinate commands, and lead execution of Command-Wide and Army-Wide reviews that evaluate the adequacy and effectiveness of IMCOM's control systems, procedures, practices and reports related to accounting, resource management, operations, mission execution, and associated activities.

(11) Conduct Anti-Deficiency Act Violation Investigations at all stages and develop lessons learned training materials to foster prevention of future violations;

(12) Review and validate lean six sigma project potential benefits to ensure benefits claimed are realized or adjusted to reflect actual benefits achieved;

(13) Perform follow-up on internal and external audit recommendations to ensure the agreed to corrective actions are taken, and validate projected savings reported in external audit reports.

(14) Serve as Command POC and perform liaison for all external audits including:

- a) Coordination with HQ IMCOM Staff, Subordinate Commands, Regions and Garrison IR offices;
- b) Monitoring external audit site visits to installations;
- c) Negotiation, review, and preparation of Command Replies to external audit reports; and
- d) Tracking of unimplemented audit recommendations.

(15) Perform Contract oversight and management of Non-Appropriated Fund (NAF) commercial audits;

(16) Conduct and manage audit programs for Army Recreation Machine Program and Army Family Recreation Centers.

(17) Conduct audits/reviews of IMCOM Non-Appropriated Fund (NAF) activities and all separate NAF entities including terminal audits for entities impacted by Base Realignment & Closure, Privatized Army Lodging, and other such programs.

## **5-2. Public Affairs Office (PAO).**

a. Mission. PAO Serves as principal advisor to the CG, IMCOM and HQ staff in execution of Title 10 public affairs responsibilities. The Public Affairs Office supports the CG's themes and messages by distributing information products at high frequency across multiple media.

b. Organization. The Public Affairs Office consists of two branches: Command Information and Plans and Outreach. The office also includes public affairs staff of the U.S. Army Environmental Command (USAEC) and is responsible for executing communication support to the Assistant Chief of Staff for Installation Management (ACSIM).

c. Command Information (CI) Branch has the following lead responsibilities:

(1) Responsible for Public Affairs Information Products: news articles, feature stories, news photographs for use on Social Media, the Army Knowledge Portal (AKO) and in garrison command information efforts, etc.

(2) Plan, edit, design and publish the Journal of Installation Management (IMCOM Journal).

(3) Manage and distribute web content for the command, to include command web sites, command's social media and other emerging technologies.

(4) Maintain the photo and video news capability for the command and produce command videos and other multimedia products highlighting the Installation Management Community (IMC) mission.

d. Plans and Outreach Branch has the following lead responsibilities:

(1) Writes, coordinates and distributes Public Affairs Guidance to sub command and garrison public affairs offices.

(2) Serves as the initial media relations point of contact for the command and executes media training for executives and staff officers.

(3) Collaborates with ACOMs and DRUs to build information campaigns in support of routine Army observances and activities.

(4) Executes local community relations and oversees command community relations policy.

(5) Collaborates with IMCOM G5 Plans and IMCOM G8 Manpower and Budget sections to facilitate garrison public affairs programs and policy (Garrison PAO budget review, editorial

calendar synchronization, resource management issues affecting public affairs community, etc.).

(6) Serves as the IMCOM career program manager for all IMCOM civilian employees assigned to the Public Affairs and Communications Media career program (CP) 22.

### **5-3. Equal Employment Opportunity Office.**

a. Mission. The mission of the Command Equal Employment Opportunity Office (EEO) is to promote an inclusive work environment that ensures equal employment opportunity, fosters a culture that values diversity and empowers individuals to participate constructively to their fullest potential in support of IMCOM mission.

b. Organization. The EEO Office is a single office.

c. Lead Responsibilities. The EEO has the following lead responsibilities:

(1) Advise the Commander and senior management officials and supervisors on all EEO matters.

(2) Develop and recommend Command EEO and Diversity policy and guidance.

(3) Integrate EEO and Diversity practices and principles into all IMCOM program components.

(4) Develop the Command MD 715 report. The overriding objective of the report is to insure that all employees and applicants for employment enjoy equality of opportunity in the federal workplace regardless of race, sex, national origin, color, religion, disability or reprisal for engaging in prior protected activity.

(5) Provide technical guidance, direction and administration of the EEO complaint process to ensure timely processing.

(6) Promote inclusion and diversity in all levels within the Command.

(7) Conduct EEO program evaluations to ensure compliance with Army and EEOC laws, rules and regulations.

(8) Oversee the IMCOM Career Program and Career Field Management for Civilian Program 28, Equal Employment Opportunity.

(9) Provide technical program guidance and direction to Region and Garrison EEO program managers.

(10) Coordinate and allocate resources for the Command EEO program.

(11) Provide technical direction, oversight and implementation guidance for the Army Diversity program.

(12) Serve as the Command point of contact for implementing the Sexual Harassment/Assault Response and Prevention (SHARP) program training requirements.

#### **5-4. Command Surgeon.**

a. Mission. The IMCOM Command Surgeon serves as the command advisor for all medical matters. Promotes the integration of force health protections principles and provides command advice and recommendations over all aspects of health care. Advises on medical research development and medical capabilities integrated into installations and support to ARFORGEN.

b. Organization. The office of the command surgeon is organized into three functional support areas: administration, operations, and clinical care. The command surgeon is under the IMCOM DCG/O for operational and administrative control.

c. Lead responsibility for. The Command Surgeon has the following lead responsibilities:

(1) Army recruiting and accessions. Provides supports for the Army recruitment medical screening criteria. The command surgeon will assist TRADOC by accomplishing the following:

(a) Coordinates with Military Entrance Processing command for the medical screening of applicants for accession to ensure the quality of Army recruits and decrease attrition in Initial Military Training (IMT).

(b) Recommends and monitors research intended to improve the accessions process and decrease attrition due to conditions which existed prior to service and preventable training injuries.

(2) IMT and leader development. Provides support to IMT and unit training, and leader development and education. The command surgeon assists DCG, IMT and Combined Arms Center (CAC) by accomplishing the following:

(a) Monitors training and training support packages for the conduct of practical and realistic individual, collective, and leader medical training for IMT, drill sergeant schools, and leader courses.

(b) Monitors initial military medical training to ensure it is high quality, practical, realistic, and can be applied in an austere combined arms environment.

(c) Ensures Army training center reception battalions conduct Initial IMT medical in-processing.

(d) Develops and coordinates programs that ensure individual medical readiness for IMT Soldiers.

(e) Coordinates with the Office of the Surgeon General for health policies and issues. Coordinates with U.S. Army Medical Command (MEDCOM), FORSCOM, NGB, and OCAR for medical training and force development.

(3) Health and welfare of the command.

(a) Coordinates and implements IMCOM programs for the prevention, surveillance, and treatment of disease and injury within IMCOM. Monitors incidence rates of preventable illnesses and injuries across IMCOM to include the training base and recommends measures to counteract negative trends.

(b) Coordinates with supporting IMCOM organizations' medical treatment facilities to ensure quality, timely, and accessible health care for IMCOM personnel and Family members.

(c) Monitors the medical and administrative milestones for medical evaluation board completion at each installation.

(d) Formulates the IMCOM position on health matters for presentation to other ACOMs.

(e) Supports the Army's implementation of the Army Campaign Plan (ACP) for Health Promotion, Risk Reduction, and Suicide Prevention.

(f) Coordinates Warrior Transition Care Program initiatives for the command.

(4) Medical integration. Provides support to develop and integrate current and future capabilities processes. The command surgeon assists ARCIC by accomplishing the following:

(a) Develops medical personnel, equipment, and unit requirements to ensure incorporation throughout the JCIDS process to maintain a healthy force.

(b) Coordinates with MEDCOM and the Army Medical Department Center and School to develop personnel, equipment, and unit requirements for the future force.

(c) Performs analyses of the medical force structure required to support IMCOM centers, schools, and activities.

#### **5-5. Command Safety Office.**

a. Mission. The Command Safety Office (CSO) serves as the primary advisor to the CG, IMCOM, on matters of safety and risk management, coordinating with the Army safety staff, other ACOM and ASCC safety offices, and Federal agencies to ensure compliance with applicable laws, Federal codes, and regulations. The CSO establishes and manages programs and initiatives to provide for the safety and health of all IMCOM personnel and activities, including contractors and public visitors. Provides guidance and support to IMCOM, regions and installations in application of safety principles and requirements into training, in development of their capabilities and in accomplishment of operational aspects of their mission areas.

b. Organization. The Safety Office consists of a single office with a support staff.

c. Lead Responsibilities. The Safety Office has the following lead responsibilities:

(1) Plans and programs resources to manage the following Army Safety Program elements IAW AR 385-10:

(a) Safety strategic planning, program structure, program evaluations, councils and committees.

(b) Accident investigation and reporting.

(c) Contracting safety.

(d) Explosives safety management.

(e) Public, family, off-duty Recreation and Seasonal Safety.

(f) Radiation safety management.

(g) Safety awards, incentives and promotion.

(h) System safety management.

(i) Safety training for employees, supervisors, and leaders.

(j) Motor vehicle accident prevention.

(k) Safe cargo operations.

(l) Aviation safety management.

(m) Occupational safety and health program (workplace safety)

(n) Workplace inspection.

(o) Industrial operations.

(p) Range safety.

(q) Emergency planning and response.

(r) Chemical agent safety.

(s) Facility reuse and closure.

(t) Force mobilization.

(u) Biological agents

(2) Oversees region safety and occupational health program execution, and through the regions the Garrison safety programs, to ensure effective program implementation.

(3) Integrates Army safety program policies and requirements into IMCOM policies, plans and programs.

(4) Develops, publishes, and disseminates, as appropriate, lessons learned based on analysis and findings from safety evaluations, mishap investigations and accident experience trends.

(5) Develops IMCOM safety and risk management policy, programmatic procedures and doctrine. Provide review and recommendations for doctrine to facilitate effective integration of safety and risk management.

(6) Develops and provides safety education, training, and awareness programs and requirements for employees, supervisors and leaders.

(7) Develops IMCOM-wide safety and occupational health (SOH) common levels of support.

(8) Serves as the IMCOM Career Program 12 (CP12) Program Manager, providing career guidance.

(a) Plans for and manage IMCOM CP12 interns.

(b) Plans for professional development and certification opportunities for IMCOM CP12 careerists.

(c) Mentors CP12 careerists.

(9) Manages and oversees the Army Traffic Safety Training Program, ensuring compliance with DOD Instructions and Army regulations.

(10) Reviews, recommend concurrence/non-concurrence to region director, and forward as appropriate requests for certificates of risk acceptance, waivers and exemptions to workplace, ammunition, explosives, and range safety standards/explosive site plans IAW DA PAM 385-63 and AR385-10. Monitor compliance and track renewal, changes, and updates.

(11) Designate Radiation Safety Staff Officer and alternate to implement the Army Radiation Safety Program and to represent the IMCOM in deliberations with the Nuclear Regulatory Commission regarding radiation safety.

(12) Plans and conducts special emphasis programs, campaigns, or events to raise awareness on specific hazards or promote safe practices.

#### **5-6. Headquarters Commandant Office.**

a. Mission. Provides an efficient transparent work environment to the command by focusing on the day to day operations of IMCOM. Performs all administrative, training, logistical, facilities, operations command and control support to IMCOM.

b. Organization. The Headquarters Commandant Office (HQ CMDT) consists of three branches: an S1 Personnel Action Center, S2/3 Security and Operation & Training Center, and an S4 Logistics Center.

c. Lead Responsibilities. The HQ CMDT has the following lead responsibilities:

(1) Manages procurement and accountability of supplies and equipment, contract management, and information management for IMCOM.

(2) Manages property accountability for IMCOM buildings 2261, 2264, 2265, 2266, 2270, 4022 and 4194.

(3) Manages improvement programs and other administrative services for IMCOM.

(4) Manages IMCOM internal budget formulation, program execution, and manpower management.

(5) Provides overall resource guidance to the headquarters staff.

(6) Manages and administers the personnel management program for both civilian and military members of the headquarters staff.

(7) Manages and administers contracted security programs, conducts inventories of classified material, performs general physical, industrial, personnel and communication security programs. Administers mandatory training for all civilians and military personnel related to security.

(8) Provides administrative support to other HQ elements when shortage of personnel is realized.

(9) Coordinates and conducts Newcomers Orientation Briefing – announcements, tracking and briefing updates, send out “All hands” information.

(10) Manage Internal Control Program for Command/Commandant Offices.



(11) Provide driver support when needed.

## **5-7. Command Provost Marshal (PMO).**

a. Mission. The Command Provost Marshal/Protection Office serves as the IMCOM advisor on all Provost Marshal and Protection matters. Recommends, develops and implements guidance, policies, and programs supporting law enforcement, physical security, fire and emergency services, antiterrorism, and emergency management as comprehensive, integrated and synchronized processes and services aligned to protect US Army Soldiers, Family Members, Civilians, and assets on Army installations.

b. Organization. The Command Provost Marshal/Protection Office organization consists of four branches: Law Enforcement (LE), Physical Security (PS), Fire and Emergency Services (F&ES), and Protection (P). Protection Branch includes Antiterrorism (AT), Emergency Management (EM), and Surety support.

c. Lead Responsibilities. The Command PM has the following lead responsibilities:

(1) Plans, programs, directs, and oversees the operations of IMCOM as they pertain to the major non-war fighting functional elements of protection, (LE, PS, F&ES, Emergency Management (EM) and Antiterrorism (AT)) and ensuring the associated enabling functions of the Army Protection Program, (Computer Network Defense, Continuity of Operations, OPSEC, Information Assurance, Force Health Protection, Critical Infrastructure Risk Management, High Risk Personnel) are carried out in a coordinated fashion.

(2) Provide policy guidance, procedures and oversight to regions and garrisons regarding all aspects of law enforcement (LE) to provide Soldiers, Family Members and Civilians a safe and secure environment. LE Branch responsibilities include: MDEP QLPR budget management, force structure, DA Civilian Police certification and waivers, Military Working Dog (MWD) program, LE training and equipment IAW federal, DOD and Army regulations

(3) Provide physical security oversight, guidance and procedures that are realistic, harmonized with other security disciplines, and provide the necessary flexibility for garrisons to protect personnel, installations, operations, and resources against capable threats. Implement Physical Security (PS) programs which build physical security into contingency, mobilization, and antiterrorism plans in accordance with Public Laws and governing Army Regulations.

(4) Provide policies, procedures, and uniform operational guidelines for the Army Fire and Emergency Services (F&ES) program to provide Soldiers, Family Member and Civilians a safe and secure environment. Fire and Emergency Services include: preparing responses to congressional inquiries and investigations pertaining to the Army's Fire and Emergency Services Program, plans, programs, and budgets for QDPW-P, and provide input for Non Tactical Vehicle (NTV), OPA-1 funds, manpower modeling and fire statistical analysis and fire prevention recommendations.

(5) Provide policy guidance, procedures and oversight to regions and garrisons regarding all aspects of Antiterrorism (AT) to provide Soldiers, Family Members and Civilians a safe and secure environment IAW federal, DOD and Army regulations. Antiterrorism program oversees the implementation and execution of the Higher Headquarters Assessments (HHA) conducted by the Regions, AT awareness and quarterly themed messages, critical asset identification, threat assessment development and leads all Protection working groups in support of the Command. Responsible to coordinate HHA team member training through the Joint Staff Integrated Vulnerability Assessment (JSIVA) team and ATO Level I-IV training for unit and garrison Antiterrorism Officers (ATO) and Garrison Commanders through the United States Army Military Police School and the Army Management Staff College.

(6) Oversees the implementation and execution of the IMCOM Installation Emergency Management (IEM) Program to ensure compliance with the Federal mandated National Incident Management System (NIMS) and National Response Framework (NRF) along with DOD and HQDA directives and regulations in order to facilitate effective emergency preparedness, response and recovery operations as well as Command and Control (C2) on Army installations and in support of local communities.

(7) Oversees the implementation and execution of the IMCOM Exercise and Training Plan that provides IMCOM the framework for accomplishing HQDA directed National Incident Management Systems (NIMS) capability and Homeland Security Exercise and Evaluation Program (HSEEP) capabilities-based outcomes for each installation.

(8) Conducts activities to ensure oversight of garrisons with a Biological, Nuclear and Chemical Surety support mission. Coordinate and synchronize internal and external assessments of garrisons' support provided to Surety Mission Commanders. Provide assistance to the garrison commander in coordinating ACOM/DRU surety staff assistance visits and surety management reviews of garrison elements required to be inspected by the Department of the Army Inspector General (DAIG). Provide assistance to the garrison commander in correcting deficiencies found during surety assistance visits and surety management reviews.

(9) Ensures cross-Management Decision Package (MDEP) and Program Evaluation Group (II PEG) integration and synchronization is consistent with IMCOM Budget Guidance and the Army Protection Program for out year requirements.

(10) Manages IMCOM year of execution MDEPs for AT (VTER), EM (VIPP), F&ES (QDPW-P), LE (QLPR) and PS (QPSM).

(11) Manages the CP-19 career management program for IMCOM.

## **5-8. Talent Management Center.**

a. Mission. The Talent Management Center oversees the management of senior personnel talent and high performing individuals within IMCOM.

b. Organization. The Talent Management Center consists of a single office with support staff that reports to the Executive Director.

c. Lead responsibilities. The Talent Management Center has the following responsibilities:

(1) Actively manages senior careerists and key positions in the Installation Management Community – synchronizing education, training, assignments and performance assessments.

(2) Identifies, develops and manages high potential individuals and performers and synchronizes succession management efforts for the Installation Management Community.

(3) Develops and implements policies and procedures to support the Civilian Executive Development Assignment Program (CEDAP).

(4) Synchronizes efforts with the Command Career Program Managers in order leverage program resources and capabilities. Communicates with leaders and managers on programs to help engage and develop the installation management workforce.

## **Chapter 6 Coordinating Staff**

### **6-1. G1 Human Resource Management Directorate.**

a. Mission: The mission of the G1 is to provide the full spectrum of Human Capital Program Management and Human Resource services that support Army operations and provides a quality of life for Soldiers, Families, Retirees and Civilians.

b. Organization: The G1 consists of five divisions: Military Personnel (MILPER), Civilian Personnel (CIVPER), Army Continuing Education Services (ACES), Administrative Services (ASD), and Army Substance Abuse Program (ASAP); and a Plans & Integration Branch.

c. Lead Responsibilities. The G1 has the following lead responsibilities:

(1) Serves as senior advisor on military and civilian personnel matters, education, administrative services, and substance abuse programs. The G1 develops IMCOM policy, recommends priorities and manages resources to support IMCOM human resources-related programs.

(2) Implement Army G1 policy and procedures, assigns human resources priorities, oversees and implements the planning, programming, budgeting and manning of human resources functions down to the garrison level and ensures a consistent level of services IMCOM-wide.

(3) Primary integrator of HR information across all IMCOM Civilian Career Programs.

(4) Serve as the IMCOM Career Program Manager for CP10, Civilian Human Resource Management; CP31 Education Services; and CP50, Military Personnel Management

(5) Plan, distribute and manage execution funding of Human Resource services at Army garrisons to include: Service 8, Military Personnel Service (MDEPs QPSG, VMBH and VCAP); Service 9, Army Substance Abuse Program Services (MDEPs QAAP & VCND); Service 14/140, Army Continuing Education Services (MDEPs VACE & the ACES component of VOPR); and Service 17, Administrative Services (MDEP QNMG).

(6) Military Personnel Division. In direct support of the US Army Garrisons, executes military human resource programs, services and systems are professionally executed to support the readiness and well-being of Soldiers, Retirees and their families and Civilians.

(a) Conducts IMCOM military strength management:

(b) Officer/Enlisted management functions and Officer/Enlisted personnel actions

(c) Officer/Enlisted evaluations; Officer and Enlisted promotions

(d) Personnel Asset Inventory and Personnel Reporting

(e) Prepare and maintain IMCOM military personnel rosters and reports; Management command permanent orders, to include, authentication, distribution, and records management functions.

(f) Ensure timely and accurate requisitions are submitted to Human Resources Command (HRC)

(g) Garrison Command and Garrison Command Sergeant Major Management

(h) Contingency Operations Active Duty Operations Support (CO-ADOS) support

(i) Total Army sponsorship program

(j) Develops and oversees programs to support Soldier Readiness Processing (Mobilization/ Demobilization, Deployment/Re-deployment.

(k) ARFORGEN support

(l) Identify and correct Electronic Military Personnel Office (eMILPO), Integrated Personnel and Pay System – Army (IPPS-A), Total Officer Management Information System

(TOMIS), Enlisted Distribution Assignment System (EDAS) related problems impacting strength.

(m) Coordinate as necessary with other Army staff agencies to include Army G1, Human Resources Command, Soldier Support Institute (SSI), FORSCOM and TRADOC on issues impacting the delivery of military personnel services to Soldiers, Retirees, their Families, Civilians and Contractors.

(n) Army Career and Alumni Program (ACAP)

(o) Oversee DEERS/RAPIDS workstation utilization

(p) Monitor and oversee support of Casualty Operations and Military Funeral Honors.

(q) Develop and implement processes and procedures policies supporting transition/separation processing and retirement services.

(r) Manage and oversee U.S. Army Disaster Personnel Accountability and Assessment System (ADPAAS) for IMCOM and ensure full support to IMCOM contingency exercises.

(s) Manage the Army contract for Retiree Services and the Army Commendation Package

(7) Civilian Personnel Division: In direct support of the US Army Garrisons, develop and implement comprehensive human resource strategies and policies that provide quality and timely advice, assistance, evaluation, and analyses to develop and sustain the civilian workforce.

(a) Plan and implement a comprehensive civilian personnel management program throughout IMCOM.

(b) Develop strategic objectives and goals that support the IMCOM Campaign Plan.

(c) Provide advice and guidance to IMCOM commanders and directors in the administration of the IMCOM civilian personnel program.

(d) Provide civilian personnel services support and oversight to include: recruiting and staffing, performance management, the command's awards program, Federal Employee's Compensation Act (FECA), Voluntary Early Retirement Authority (VERA) and Voluntary, Separation Incentive Program (VSIP), employee benefits, allowances, and entitlements, incentives and wellness.

(e) Provide civilian personnel services support and oversight to include: recruiting and staffing; performance management; leave and administration; hours of work and tours of duty; conduct, discipline and adverse actions; IMCOM awards program, Federal Employee's

Compensation Act (FECA), VERA and VSIP, employee benefits, allowances, and entitlements, recruitment, relocation and retention incentives and wellness.

- (f) Develop civilian personnel policy guidance in support of expeditionary operations.
- (g) Develop policy and guidance (incorporating delegations of authority and reporting requirements) implementing all components of the following civilian personnel programs throughout IMCOM: Worker's Compensation, Labor and Management Employee Relations, Awards (including military awards), Classification and Position Management, Recruitment and Staffing.
- (h) Manage civilian personnel supporting contingencies by maintaining accountability, planning and developing implementing policies for deployments.
- (i) Serve as the IMCOM principal advisor to IMCOM commanders on civilian career management.
- (j) Manage the overall civilian career management and career intern program for the command including the resourcing, hiring, training, and placing interns.
- (k) Review, recommend, and coordinate new/revised Army civilian human resources policies and programs. Assist commanders in obtaining necessary resources to administer and support Army Civilian Training, Evaluation, and Development System (ACTEDS) program requirements.
- (l) Directly support the IMCOM Talent Management Center by interpreting civilian personnel rules, regulations and legal requirements and developing policies and guidance associated with the management of the Civilian Executive Development Assignment Program.
- (m) Administer workforce sustainment programs such as Civilian Education System (CES), Career Interns, Fellows, Development Assignment Program, etc.
- (n) Participate in or lead special studies, evaluations, and programs in conjunction with other staff offices including DA, DOD or other Federal agencies.
- (o) Propose changes in regulations and legislation to improve the effectiveness of the civilian personnel system.
- (p) Monitor key elements of civilian personnel practices to determine need for, use of and effectiveness of IMCOM policies and practices.
- (q) Provides HQ CIVPER Support to Directorate and Executive Office, conducts In/out processing of all HQ IMCOM employees; builds employees into the payroll system (ATAAPS),

provides training to employees to include timekeepers and certifiers; interfaces with DSPS and DFAS on internal payroll issues as the CSR for HQ IMCOM.

- (r) Interface with Army G1 on NAF HR policy and proper evaluation.

(8) Army Continuing Education System (ACES) Division. In direct support of the US Army Garrisons, provides for the lifelong learning opportunities for professional and personal development of Soldiers, Civilians, and their adult Families members. ACES will:

- (a) Develop and implement ACES Policy and provide operational guidance
- (b) Develop, review, validate and implement garrison contract requirements and implement an effective quality management program for IMCOM ACES
- (c) Defend and justify fiscal and manpower resources in POM.
- (d) Distribute, manage, oversee the execution of policy and budget
- (e) Cross-level resources during execution year, when needed
- (f) Lead garrison in the development of annual spending plans
- (g) Provide technical assistance to garrisons
- (h) Conduct staff assistance visits to garrisons
- (i) Develop goals, measurable objectives and metrics to determine program success/failure and reevaluate program costs and participation
- (j) Serve as subject matter expert to CG, IMCOM
- (k) Seek and implement program efficiencies
- (l) Provide business operation data reporting guidance/assistance
- (m) Provide support to the IMCOM Campaign Plan
- (n) Participate in Military Installation Voluntary Education Review (MIVER) and accreditation and State Approval Agency visits

(9) Army Substance Abuse Program (ASAP) Division. In direct support of the US Army Garrisons, serves as the senior ASAP advisor to CG, IMCOM, on military and civilian drug testing, prevention education, employee assistance, clinical services, risk reduction, and suicide prevention.

- (a) Implements ASAP policy, develops initiatives and solutions and provides guidance and direction to the garrisons.
- (b) Establishes goals and objectives for IMCOM ASAP.
- (c) Recommends priorities and manages resources in support of the IMCOM ASAP-specific mission.
- (d) Proactively supports mission readiness and enhances Soldier, Civilian, and Family member well-being.
- (e) Provides briefings to the Command group on all drug and alcohol issues impacting the Command.
- (f) Provides management/internal control over the ASAP. Executes programs across the continuum of care (i.e., prevention, deterrence, detection, and treatment) for substance abuse. Provides technical and execution guidance, monitoring, and oversight of worldwide ASAPs.
- (g) Conducts program compliance inspections and staff assistance visits.
- (h) Provides subject matter expertise for AR 600-85 & DA PAMs 600-24, & 600-85. Coordinate the legal review of ASAP processes.
- (i) Directs the resourcing and staffing of garrison ASAPs.
- (j) Coordinates and monitors the implementation of garrison military and civilian drug and alcohol testing programs.
- (k) Maintains liaison and coordinates with DOD, HQDA G1, and ACOMs, ASCCs, and DRUs.
- (l) Coordinates and interfaces with the HQDA Assistant G1 CPP, OSD, and OPM on IMCOM ASAP personnel and program evaluation issues.
- (m) Liaises with the Regional Medical Commands for the delivery of clinical ASAP services.
- (n) Prepares POM and submits budget for worldwide execution.
- (o) Implements and monitors Employee Assistance Programs (EAP) Army wide.



- (p) Ensures that garrison programs are providing substance abuse prevention, education, and training in all areas including drug testing, EAP, suicide prevention, risk reduction, and clinical services.
  - (q) Develops and supports prevention awareness campaigns.
  - (r) Provides oversight of certification programs for IMCOM ASAP personnel.
  - (s) Ensures all garrisons with more than 500 Active Army Soldiers implement Risk Reduction Program (RRP) policies and statistics.
  - (t) Monitors high-risk trends and provides technical guidance regarding suicide prevention.
  - (u) Manages credentialing and Joint Commission requirements and monitors quality assurance of IMCOM ASAP clinical programs.
  - (v) Operate the Army Substance Abuse Clinical Certification Program and serve on the International Certification Reciprocity Consortium Board and the DOD Alcohol and Tobacco Council, to foster professionalism and state of the art prevention and clinical services.
  - (w) Serves as HQ IMCOM representative for the Army Health Promotion and Risk Reduction Task Force and supports the efforts of the Army Health Promotion Council.
  - (x) Ensures delivery of services that integrate and support ARFORGEN across IMCOM. Supports the IMCOM Community Campaign Plan.
- (10) Administrative Services Division (ASD). In direct support of the US Army Garrisons, ASD advises the IMCOM Commander and staff on all aspects of the Records Management, Personal and Official Mail and Distribution, Freedom of Information Act , Privacy Act, and Publishing and Forms Management Programs required by Federal laws. In addition, this office serves the following functions:
- (a) Records Management –provide program management, procedural guidance and oversight for the Records Management program at the installation; work directly with the HQDA Program Manager at Records Management and Declassification Agency (RMDA) for any issues with the program at the installation level, submit annual report to the HQDA program manager of 25 year Declassification of Records as submitted by the installation program manager, publish guidance as required.
  - (b) Personal/Official Mail and Distribution - In direct support to the Garrisons provide program management, procedural guidance and oversight for the Personal/Official Mail and Distribution; work directly with the HQDA Program Manager at RMDA and Military Postal Service (MPA) for any issues with the program at the installation level, Provide quarterly reports

to the HQDA program manager as submitted by the installation program manager, publish guidance as required.

(c) Freedom of Information Act (FOIA), Privacy Act - In direct support to the Garrisons provide program management, procedural guidance and oversight for the Freedom of Information Act (FOIA), Privacy Act program at the installation level, work directly with the HQDA Program Manager at RMDA for any issues with the program at headquarters or installation level, provide 4 reports to the HQDA Program manager as required by established procedures, perform as the Initial Denial Authority (IDA) for all IMCOM FOIA requests, publish guidance as required.

(d) Publishing and Forms Management Programs - In direct support to the Garrisons provide program management, procedural guidance and oversight for the Publishing and Forms Management Programs at the installation, work directly with the HQDA Program Manager at RMDA for any issues with the program at the Headquarters or installation level, assist the installation program manager with any issues they have regarding publications or forms management, work directly with the HQDA program manager for licensing of any forms designer programs so they can be installed at all installations for enterprise use, publish guidance as required.

(e) MDEP Management - In direct support to the Garrisons provide program management, procedural guidance and oversight for the MDEP Management at the installation level, work directly with the MDEP managers at HQ IMCOM and garrisons to ensure accountability and accuracy of the budget by MDEP, publish guidance as required.

(11) Plans & Integration Branch. Drives change within the HR community (systems, processes, procedures, etc.) to improve business practices and gain efficiencies.

(a) Execute HRD's Strategic Plan ISO Army Transformation and ARFORGEN with no disruption to mission accomplishment while achieving business transformation objectives that support a campaign quality expeditionary Army that supports the Global War on Terrorism.

(b) Lead HRD planning effort in SICE, Expeditionary BASOPs, force structure, resourcing and other key initiatives.

(c) Integrate, synchronize, and coordinate staff actions and decisions with internal/external stakeholders to achieve progress towards DoD/Army/IMCOM goals. Develop and coordinate G1/HRD STRATCOMs in support of IMCOM mission.

(d) Manage resources to effectively track and monitor expenditures to enable more effective financial management. Effectively manage the directorate budget through accurate measurement of the full cost of business processes, services and output to provide the best support to our customers; safeguard against fraud, waste, and abuse.

(e) Assist MDEP managers by providing the appropriate levels of data/information/analytical support to make decisions and recommendations to G1/HRD senior leadership.

(f) Maximize strategic business partnerships with public/private sector organizations to provide coordinated, effective and efficient delivery of services to standards established by Army leadership.

## **6-2. G3 Operations Directorate.**

a. Mission Statement: The IMCOM G3 Directorate plans, coordinates, synchronizes and integrates IMCOM efforts in support of Soldier, Family, Civilian and Installation readiness to facilitate successful ARFORGEN support and accomplishment of Installation Management Campaign Plan Objectives.

b. Organization: G3 Operations consists of three Divisions: Operations and Security Division, Integration Division, and Airfields Division.

c. Lead Responsibilities:

(1) Current Operations to include: Direct the HQs Operations Center; maintain calendar and task tracking systems; gather, analyze, and disseminate information to IMCOM leaders and other Agencies.

(2) Future Operations to include: MDMP training and quality control; OPORD Production, Oversight, Tracking and Training.

(3) Integrate and Synchronize IMCOM efforts to facilitate Defense Support of Civil Authorities.

(4) Plan and prepare for Continuity of Operations (COOP).

(5) Synchronize Security and Intelligence Programs for IMCOM.

(6) Maintain IMCOM AOR Situation Awareness

(7) Review and process Reports and Messages

(8) Maintain Ops Center SOPs (Revisions/Updates)

(9) Recall Rosters maintenance and operate recall system

(10) Disseminates daily updates to the field

(11) Provides leadership Situational Awareness Briefs

- (12) Provides daily updates to the Leadership
- (13) Operations Specialist and Crisis Action Team (CAT) Training
- (14) Maintain Operations Center Portal (AKO Folders)
- (15) Maintain Accountability of SES and GOs provided by HQ CMDT.
- (16) Track Operational Issues
- (17) Host Crisis Action Team (CAT)
- (18) Maintain a Common Operating Picture (COP).
- (19) Controls SIPR documents
- (20) Monitors Current Operation via various video feeds
- (21) Reviews the Garrison Commander's network
- (22) Conducts monthly Communication Network Exercises
- (23) Performs Central tasking office function
- (24) Processes World-wide Individual Augmentation System (WIAS) requirements
- (25) Performs OPSEC function
- (26) DRRS-A processing
- (27) Lead Battle Staff/Operational Planning Team meetings.
- (28) Manage Operations Order development and training.
- (29) Conduct research and analysis and provide technical expertise to synchronize and integrate operations into support of Contingency and Operations Plans, Crisis Action Plans, and Operations Orders.
- (30) Participate in planning evolutions, staff mission analysis, and course of action development.
- (31) Prepare briefs and act as a liaison officer to other Army Commands, Army Sustainment Component Commands, Direct Reporting Units, and HQDA Staff proponents.

(32) Coordinate operations support services to HQ IMCOM, four Regional offices, and Installations.

(33) Conduct training for IMCOM staff officers on Doctrine, Operations, Training, Materiel, Leadership, Personnel, and Facilities developments and Military Decision Making Process.

(34) Prepare required After Action Reports and related documents to include organizing, formatting, assuring accuracy and completeness of the final publications.

(35) Participate in Conference Planning for the IMCOM Garrison Commanders Conference and Installation Management Symposium.

(36) Knowledge Management (KM) of the IMCOM G3 Operations Army Knowledge On-line and G3 Operations SharePoint Portals and the IMCOM Staff Synchronization Calendar.

(37) Prepare the CG IMCOM Read Ahead Trip Book which provides information (garrison readiness, services, infrastructure and Soldier, Family and Civilian programs) on the installations to be visited by the commander.

(38) Provide policy guidance and oversight for Information Security (INFOSEC), Personnel Security (PERSEC), Industrial Security (INDUSEC), Security Education Training and Awareness (SETA) to the regions and garrisons.

(39) Provide oversight to IMCOM security and intelligence plans, programs, budget, and operations; provide assistance as required, conduct inspections, enforce compliance with regulatory guidance, and maintain records and documentation.

(40) Coordinate with Department of the Army G2 regarding policy within the security and intelligence disciplines.

(41) Coordinate with US NORTHCOM and other supporting agencies for Intelligence support to IMCOM HQs, regions and garrisons in support of the IMCOM force protection mission.

(42) The Security and Intel element is also responsible for the administration of the CP-35 (Career Field) and the Defense Civilian Intelligence Program (DCIPS) implementation for the command.

(43) Oversee and enforce Airfield safety regulations, processes and procedures.

(44) Provide policy guidance and direction for Air Traffic Control operations, equipment procurement, maintenance and upgrades.

- (45) Provide policy guidance and direction for airfield operations, management, infrastructure, manpower and equipment.
- (46) Conduct Airfield Quality Assurance Evaluations.
- (47) Coordinate Airfield management policies and actions with HQDA/FAA and other DRUs and ACOMs.
- (48) Provide guidance and direction with regard to fielding and operations of Unmanned Aerial Systems (UAS) at IMCOM installations
- (49) Synchronize and Integrate IMCOM ARFORGEN Support. Staff direction and facilitation of the IMCOM ARFORGEN Executive Board and Working Group.
- (50) Manage the POM and budget process, to include manpower, for Management Decision Packages (MDEP): QAAF, QSEC, QNMG and MU1M.
- (51) Provide oversight of IMCOM Mobilization TDA requirements and validate IMCOM CO-ADOS requirements.
- (52) Lead IMCOM coordination efforts with SICE and Readiness Core Enterprise (RCE).
- (53) Participate in SICE ROC Drills.
- (54) Program management of IMCOM CO-ADOS requirements.
- (55) Represent IMCOM at the monthly ARFORGEN VTCs and Quarterly ARFORGEN Conferences.
- (56) Support the FORSCOM Command Readiness Program.
- (57) Manage the Support Base Services (SBS) Contract.
- (58) Develop and coordinate IMCOM's mobilization support policy, planning, preparation and resourcing; provide oversight of mobilization operations.
- (59) Knowledge Management Integration – People, Technology, and Processes.
- (60) Synchronize Knowledge Management Processes; including the War Fighters Forum (WfF).
- (61) Develop and maintain Situational Dominance Strategic Plan and Metrics.

(62) Staff direction and facilitation of the Knowledge Management Executive Board and Working Group and communities of practice including the WfF.

(63) Knowledge creation and transfer efficiencies.

(64) Monitor emerging Knowledge Management trends.

(65) Conduct Knowledge Management training.

(66) Perform Knowledge Management assessments of IMCOM Staff, Regions, US Army Garrisons and AEC.

(67) Responsible for the IMCOM Annual Program Objective Memorandum (POM), monitor and manage budgeting and current year execution, maintain situational awareness, and communicate with the functional representatives at the Garrison and Region on the status of funds per MDEP program.

(68) Manage each of the Service Manpower Modeling, development, validation and review per HQDA policy along with CLS/ISR Functional Management between OACSIM and the Garrison Level.

(69) Conducts TDA Management at each FY Command Plans for Garrison, Region and HQs TDAs. Coordinate with the IMCOM G8 RM and HQDA FM to ensure that TDAs align with the approved Standard Garrison Organization Garrison, Region and HQs TDAs and are supported by appropriate Mobilization TDAs.

(70) Conducts Manpower Analysis Modeling annually and reviews the development and validation for HQDA approval for Security, DPTMS Command & Control, Mobilization and Demobilization, and Visual Information Programs

(71) Establish, maintain, and update OIP checklists and inspection plan. Promote integrity, accountability, and improvement of IMCOM personnel, programs, and operations to support mission.

(d) Security and Intelligence. (G32)

(1) Provide policy guidance and oversight for Information Security (INFOSEC), Personnel Security (PERSEC), Industrial Security (INDUSEC), Security Education Training and Awareness (SETA) to the Regions and Garrisons.

(2) Provide oversight to IMCOM security and intelligence plans, programs, budget, and operations; provide assistance as required, conduct inspections, enforce compliance with regulatory guidance, and maintain records and documentation.

(3) Coordinate with Department of the Army G2 regarding policy within the security and intelligence disciplines.

(4) Coordinate with US NORTHCOM and other supporting agencies for intelligence support to IMCOM HQs, Regions and Garrisons in support of the IMCOM force protection mission.

(5) The Security and Intel element is also responsible for the administration of the CP-35 (Career Field) and the Defense Civilian Intelligence Program (DCIPS) implementation for the command.

(6) Synchronize Security and Intelligence Programs for IMCOM and perform Operations Security (OPSEC)

(e) Integration Division (Integration; ARFORGEN Support; Knowledge Management)

(1) Program Management by MDEP: (QSEC, QNMG and MU1M).

(2) Responsible for the IMCOM Annual Program Objective Memorandum (POM), monitor and manage budgeting and current year execution, maintain situational awareness, and communicate with the functional representatives at the Garrison and Region on the status of funds per MDEP program.

(3) Manage each of the Service Manpower Modeling, development, validation and review per HQDA policy along with CLS/ISR Functional Management between ACSIM and the Garrison Level.

(4) Lead IMCOM coordination efforts with SICE and Readiness Core Enterprise (RCE)

(5) Participate in SICE ROC Drills

(f) ARFORGEN Support

(1) Synchronize and coordinate IMCOM ARFORGEN Board and Work Group processes

(2) IMCOM lead for the develop and coordination of mobilization support policy, planning, preparation and resourcing; provide oversight of mobilization operations

(3) IMCOM CO-ADOS Management

(4) Support the FORSCOM Command Readiness Program

(5) Manage the Support Base Services (SBS) Contract

(g) Knowledge Management



- (1) Provide support for the KM Executive Board and supporting KM Work Group
- (2) Develop and maintain Situational Dominance Strategic Plan and Metrics
- (3) Staff direction and facilitation of the KM Executive Board and Working Group and communities of practice including the War Fighters Forum (WfF)
- (4) Perform KM assessments of IMCOM Staff, Regions, US Army Garrisons and AEC
- (5) Knowledge creation and transfer efficiencies
- (6) Monitor emerging KM trends
- (7) KM training
- (h) Airfield Operations Division

- (1) Manage the POM and budget process, to include manpower, for Management Decision Packages (MDEP) QAAF.
- (2) Oversee and enforce Airfield safety regulations, processes and procedures
- (3) Provide policy guidance and direction for airfield operations, management, infrastructure, manpower and equipment.
- (4) Provide policy guidance and direction for Air Traffic Control operations, equipment procurement, maintenance and upgrades.
- (5) Conduct Airfield Quality Assurance Evaluations
- (6) Coordinate Airfield management policies and actions with HQDA/FAA and other DRUs and ACOMs.

### **6-3. G4 Logistics and Public Works Directorate.**

a. Mission. Provides and oversees integrated logistics and public works policies, programs, and plans to support IMCOM installations.

b. Organization. IMCOM logistics is currently under the operational control of Army Materiel Command (AMC)/Army Sustainment Command (ASC). The IMCOM logistics staff provides direct support to ASC for the execution of the logistics mission.

(1) Logistics consists of four divisions: Plans and Operations, Transportation, Asset Management and Services, and Equipment Sustainment and Management.

(2) The Public Works Division consists of six Divisions: Facilities Management, MILCON/Master Planning/Real Property, Business Operations, Housing Management, Sustainability and Energy/Utilities.

c. Lead Responsibilities.

d. The G4 Logistics has the following lead responsibilities:

(1) Provide transportation management oversight of IMCOM installations for base operations services related to unit movements, cargo movement, rail operations, personal property movement and storage, official passenger travel and non-tactical vehicle operations IAW federal, DoD and Army regulations.

(2) Provide planning and operational support for all IMCOM logistics requirements in all stages of the ARFORGEN cycle.

(3) Provide guidance and oversight to Regions and Garrisons regarding all aspects of logistics.

(4) Review, coordinate, and implement logistics plans and programs relating to IMCOM installations and operations, IAW IMCOM and DOD policies and directives.

(5) Execute policy, provide guidance, and ensure compliance with Department of the Army policy procedures and standards for the Food Program Management Office and Subsistence Supply Management Offices (SSMO) in all areas related to Garrison dining facility operations.

(6) Serve as IMCOM liaison with Defense Commissary Agency (DECA) and the Army and Air Force Exchange System (AAFES) for all related issues affecting Army installations.

(7) Represent IMCOM on all committee meetings regarding ammunition management and provide guidance and oversight to Regions and Garrisons for training ammunition. Monitor and ensure installation regulatory compliance with basic and operational ammunition loads.

(8) Serve as liaison with Defense Logistics Agency (DLA) on all logistics support issues for peacetime and contingency operations on IMCOM installations. Establish policies and procedures as they relate to the aforementioned.

(9) Provides policy guidance on IMCOM equipment management programs.

(10) Exercises staff supervision and management oversight over fuel support activities.

(11) Resource Garrison dining facility (DFAC) equipment replacement and subsistence supply management office mechanical kitchen equipment (MKE).

(12) Coordinates Army policies and programs on installation maintenance operations.

(13) Manages and coordinates the Army logistics awards programs for installation-level awards.

(14) Manages the Army Warranty program, and the Army Chemical Agent Resistant Coating (CARC) paint program.

(15) Reviews, coordinates, and implements logistics plans and programs relating to Army stationing actions, Army Transformation, Modularity Redesign, Garrison Organizations and other force modernization initiatives.

e. G4 Public Works provides support, oversight, guidance, and technical assistance to installations over the full spectrum of IMCOM public works activities in the following functional areas: Operations & Maintenance, and Minor Construction; Master Planning, MILCON Programming, Real Property Management, and Real Estate; Business Operations; Energy and Utilities Management; and Housing Management.

(1) Develop and provide guidance on all Public Works programs to include operations, maintenance/repair, resource management, MILCON, Army Family Housing Construction (AFHC), Unspecified Minor MCA Construction (UMMCA), Energy Conservation Investment Program (ECIP), Army Energy Conservation Program, privatization, custodial, and commercial activities.

(2) Provide overall management and procedural guidance for public works projects and utility engineering services in Sustainment, Restoration and Modernization (SRM) and Base Operations Services (BOS), and Military Construction (MILCON).

(3) Provide oversight and guidance in all construction programs for all BASOPS and mission facilities to include horizontal and vertical construction.

(4) Provide funding allocations for all DPW programs and MDEPs. Manage program execution and realign resources as necessary.

(5) Develop and validate manpower requirements for DPW services

(6) Support the implementation of the General Fund Enterprise Business System (GFEBS) for DPW functions to include Plant Maintenance, Work Management, and Real Property Asset Management

(7) Support the OACSIM in programming for Public Works MDEPS to include municipal services, sustainment, restoration and modernization (SRM), MILCON construction tails, unaccompanied Personnel housing, and family housing.

(8) Manage the cross-functional execution of the command's sustainability program, minimizing the real property footprint of Garrison operations.

(9) Manage the energy and water program to reduce overall consumption, this includes ensuring efficient operations of facilities, training of energy management professionals, and providing guidance on energy security.

(10) Provide overall facilities management and procedural guidance for public works projects and utility engineering services in Sustainment, Restoration and Modernization (SRM) and Base Operations Services (BOS), and Military Construction (MILCON).

(11) Establish a program of on-site assistance visits to ensure compliance of management controls, assess program management, and resolve specific technical issues at Garrisons.

(12) Establish a training program that encompasses all facets of the Public Works, Housing and Environmental missions at the Garrison. Manage the DPW Academy and ensure funds are available for the operations and conduct of training of DPWs.

(13) Review work classification and technical adequacy of projects, and approve projects within delegated limits.

(14) Oversee application and training of the ROOFER, PAVER, PIPER, BIM, RAILER, and Sustainment Management Systems (SMS).

(15) Centrally manage the Facilities Reduction Program (FRP) on the disposal of facilities which are excess or deteriorated beyond economical repair as contained in AR 405–90.

(16) Conduct traffic engineering activities in accordance with AR 55–80 to include coordination of requirements with appropriate law enforcement, safety, security, and transportation officials.

(17) Oversee operations and personnel certification of the Garrison's infrastructure real property such as dams, bridges and pest control.

(18) Coordinate public works operations in support of emergency action plans.

(19) Review, research, validate and the submission of DD Form 1391 (Military construction Project Data) for M&R and MILCON projects.

(20) Identify the major M&R projects planned for accomplishment in the program fiscal year and the prioritization of major M&R projects.

(21) Manage the CP-18 career management program for IMCOM.

(22) Manage the Installation Status Report for Infrastructure for IMCOM.

(23) Manage the custodial, grounds maintenance, snow and ice removal, refuse and facilities services for IMCOM and serve as service owner to ensure the applicability of funds and service levels.

(24) Develop IMCOM Project Acquisition Strategy.

(25) Manage the IMCOM Project Prioritization System.

(26) Manage the IMCOM Solid Waste Management Program.

(27) Develop enterprise public works statements for use by Garrisons.\

(28) Oversee the execution of Army Housing programs at installations world-wide.

(29) Oversee all projects relating to Army-owned quarters in the United States, Europe and Asia, the Private Rental Housing programs and initiatives world-wide (the Housing Service Office program).

(30) Serve as the Headquarters, IMCOM Representative for the Army's Residential Communities Initiative (RCI) Program and oversees the execution, management and funding of the foreign and domestic leased housing programs.

(31) Conduct strategic planning for revitalization and reinvestment in Army Family Housing (AFH), and unaccompanied personnel housing (UPH), reviewing and prioritizing new construction (MILCON / AFH-C) and AFH and UPH major maintenance and repair projects in accordance with validated ISR, ASIP, and utilization data.

(32) Execute the First Sergeants Barracks Program, program implementation, identifying roles and responsibilities in accordance with approved manning models, and reporting requirements.

(33) Review quarterly utilization reports to ensure maximum use of UPH assets to ensure the issuance of certificates of non-availability do not unnecessarily impact the Military Pay Account.

(34) Execute the AFH budget and serve as MDEP POCs for AFH and QHFM. Oversee execution of housing programs to assure compliance with statutory requirements.

(35) Oversee the functional use of housing assets ensuring conversions, diversions, disposals, re-designations, and reallocations comply with regulatory and statutory requirements.

(36) Manage CP-27 Career Program Management and manpower requirements. Serve as the IMCOM Senior Voting Member on the ACSIM Housing Career Planning Board,

developing training curriculum, developing course material, and validating career progression training requirements for all Housing careerists.

(37) Oversee AFH and UPH furnishings management. Provide oversight and programming for general officer quarters.

(38) Provide guidance to installation housing managers and military leaders in executing housing management, entitlements, program parameters, reporting requirements.

(39) Serve as liaison for UPH and Wounded Warrior transition issues and programs between FORSCOM, MEDCOM, TRADOC, and all housing issues with sister Services (Air Force, Marines, Navy, Coast Guard, Reservists and National Guard). Serve as subject matter experts for Congressional, Inspector General, and legal inquiries and AAA audits military leaders.

(40) Serve as the proponent for implementation, training, and deployment of housing automation management programs, serve as subject matter experts in testing and training, providing input for program changes and upgrades.

(41) Review and provide input for all installation Housing Market Analysis.

(42) Establish and implement service standards. Standards are a compelling factor in the improvement of business practices, evaluation of effectiveness, establishment of work standards, and cost.

(43) Centrally manage the Army Transportation Infrastructure Inspection program for Bridges, Dams, Railroads, airfield pavements and water front facilities.

(44) Oversee facility use surveys of all real property to ensure supported organizations live within their facility allowances

(45) Prioritize for IMCOM installation MILCON requirements and submit to DA G3/OACSIM for development of the MILCON FYDP

(46) Oversee and execute the training of all Master Planning Courses.

(47) Assist in the conduct of training for all Real Property Courses.

(48) Assist in the conduct of all Real Estate Courses.

(49) Oversee the accuracy of all real property data in IFS/GFEBS.

(50) Oversee the accuracy of all real property assets, allowances, requirements, and programmed construction data in RPLANS.

(51) Oversee the development of installation master plans.

(52) Oversee the accuracy of real property requirements to ensure the efficient allocation of SRM funds.

(53) Provide oversight and guidance on the repurposing of all excess real property as the first choice when satisfying facility deficits.

(54) Approve all facility conversions and diversions from the original design category code.

(55) Oversee the accuracy of all public works data layers in ARMY MAPPER IGI&S.

#### **6-4. G5 Plans Directorate.**

a. Mission. Support IMCOM mission accomplishment with analytical and systems thinking, continuous process improvement, assessment and strategic planning capabilities.

b. Organization. The G5 organization consists of three divisions: Plans and Assessment Division, Stationing and Force Management Division and Enterprise Improvement Division.

c. Lead Responsibilities. The G5 has the following lead responsibilities:

(1) Integrates strategic and sustainability planning, program management, training delivery, and project execution.

(2) Establishes, convenes, and facilitates the enduring Installation Management Sustainability Working Group (IMSWG).

(3) Manages IMCOM sponsored conference program and plans, coordinates, and executes selected IMCOM sponsored conferences and workshops such as the Commanding General's workshop with garrison commanders.

(4) Performs analysis to recommend garrison right sizing.

(5) Provides input to the Army Campaign Plan (ACP) and conducts analysis of the ACP to determine impacts on IMCOM service delivery and support. Serves and participates as an advisor to the ACP Forum.

(6) Maintains, coordinates, publishes, revises and distributes the Installation Management Campaign Plan (IMCP).

(7) Maintains, coordinates, publishes, revises and distributes the Installation Management Community Leader Handbook and associated companion documents.

(8) Assists in development of and provides analysis of IMCP metrics and related surveys and subordinate metrics.

(9) Manages the Strategic Management System for the command and provides data and trend analysis.

(10) Coordinates IMCP performance reviews.

(11) Manages the IMCOM Common Levels of Support (CLS) program.

(12) Executes IMCOM enterprise-level process improvement efforts including accomplishment of business case analysis and prioritization.

(13) Provides training and certification for enterprise-level Lean Six Sigma (LSS) and Continuous Process Improvement (CPI) programs and promotes sustainability of project improvements.

(14) Designs, develops and supports execution of the Army Communities of Excellence (ACOE) program and annual competition.

(15) Provides analysis and assesses of IMCOM garrison performance through the Army Communities of Excellence (ACOE) program and annual competition.

(16) Serves as the proponent for the Army Suggestion Program (ASP).

(17) Manages the Customer Relationship Management program

(18) Manages the Interactive Customer Evaluation (ICE) programs.

(19) Manages building partnership capacity efforts.

(20) Manages contingency and expeditionary basing installation management efforts.

(21) Provides adjustments to existing workforce while balancing future force structure requirements.

(22) Coordinates the HQ, IMCOM staff, region and garrison organizations to ensure both vertical and horizontal synchronization and efficiencies of effort are executed in order to support installation management community vision, mission, and campaign plan.

(23) Develops force structure documents and conducts analysis to align IMCOM force structure within doctrine, organization, training, leader development, material, personnel and facility (DOTLMPF) domains.



(24) Develops and coordinates all IMCOM concept plans to articulate and manage allocations of manpower resources at Headquarters, Region, and Garrison - levels within established senior leaders' ceilings and guidelines.

(25) Conducts Headquarters, Region, and Garrison - level structure reviews and integrates senior leader decisions. Coordinates with HQ Department of the Army G-3/5/7 Force Management for all proposed requirements.

(26) Determines installation capability to support of Army Transformation, Army Force Generation (ARFORGEN), Global Defense Posture Realignment (GDPR), Army Modular Force (AMF), and Base Realignment and Closure (BRAC).

(27) Synchronizes stationing actions to align installation capabilities, assets, and resources in support of organizational requirements and coordinates with appropriate IMCOM staff for logistics and resources.

(28) Reviews, analyzes, coordinates and provides advice on stationing actions from Army Command (ACOM), Army Service Component Command (ASCC), Direct Reporting Unit (DRU), Army National Guard, Army Reserve, other Department of the Defense Components, federal agencies, and other units, agencies, and organizational elements occupying or planning to occupy or vacate space on IMCOM managed installations or sites.

(29) Maintains current and accurate common operating picture of stationing actions affecting IMCOM installations.

(30) Facilitates vertical and horizontal coordination/communication of stationing actions with Headquarters, Department of the Army, Office of the Assistant Chief of Staff for Installation Management, IMCOM (staff/regions/garrisons), proponent, and other stakeholders.

(31) Coordinates inter-service stationing actions on Joint Bases (Army led) and synchronizes actions with HQDA and subordinate elements in coordination with Air Force, Marine Corps, and Navy to ensure a smooth and efficient stationing action.

(32) Coordinates Joint Base / Army Support Activity actions beyond garrison-level capability.

(33) Coordinates and synchronizes the IMCOM HQ and subordinate element support of the Stationing Senior Review Group (SSRG) efforts with the OACSIM and ACOMs to ensure smooth and efficient implementation of installation management and integration issues.

(34) Coordinates the implementation of the various IMCOM force modernization initiatives with follow-on stationing actions to ensure a seamless transition.

(35) Plans, coordinates, tracks and advises leadership on the execution of the IMCOM BRAC relocation of HQ, IMCOM/FMWRC, AEC, CONUS Regions (2) by 2011 and the relocation of OCONUS Regions by 2012.

(36) Monitors personnel fill and draw-down actions to determine compliance to established metrics.

(37) Develops, publishes, updates and disseminates the Integrated Strategic Sustainability Process (ISSP) policy for the command.

(38) Develops training for and trains selected key members of the command on the ISSP.

(39) Assists selected installations in incorporating the ISSP in their strategic planning.

(40) Plans for and provides staff oversight of transfer of special installations to IMCOM.

(41) Provides strategic planning and support for other headquarters staff elements in developing their strategic planning.

(42) Provides support, oversight, guidance and technical assistance to garrisons across the full spectrum of strategic plans, policy, assessment, sustainability, and continuous process improvement.

(43) In coordination with the G8, assists the headquarters staff with cost benefit analysis and opportunity cost assessments.

(44) In coordination with the headquarters staff, analyzes manpower resources in order to identify true requirements and to meet them in a cost-conscious manner.

(45) Assists the headquarters staff in taking a holistic, long-term view in order to achieve sustainable results.

(46) Receives approved "big ideas" from the CG's Strategic Initiatives Group and the Services and Infrastructure Enterprise Board and develops plans to implement them in coordination with the headquarters staff.

(47) Manages budget for QNMG programs (Services 73 and 91) by MDEP.

(48) Assists in the development and conduct of the Headquarters New Employee course.

(49) Assists in the development and conduct of the Garrison Pre-command and Garrison CSM courses.

(50) Identifies and promulgates best business practices throughout the Command.

(51) Conducts cross-functional analysis and provides information on stationing related actions to best inform the Army's senior leadership prior to decisions.

#### **6-5. G6 Information Management Directorate.**

d. Mission. Provides enterprise class information technology capabilities, strategies, policies, and information assurance to empower and support the customers within the IMCOM Directorates, Sub-Commands, Programs, Regions, and Garrisons in the execution of their mission.

e. Organization. The IMCOM G6 consists of three divisions: Customer Support, Enterprise Solutions, and Operations and Plans.

(1) Customer Support Division consists of the Customer Services Branch, Enterprise Support Branch, and Customer Relationship Management Branch

(2) Enterprise Solutions Division consists of the Applications Development Branch, Program Management Branch, and Enterprise Operations Branch

(3) Operations and Plans Division consists of the Operations/Field Support Branch, HQ IT Services Branch and Plans/Programs Branch.

f. Lead Responsibilities.

(1) Customer Support Division has the following lead responsibilities:

- (a) Provides tier 2 functional support referred from Help Desk
- (b) Identifies regional/garrison IT requirements
- (c) Monitors security logs
- (d) Conducts functional garrison compliance
- (e) Coordinates with Region IT teams
- (f) Forwards coordination element for all G6 missions
- (g) Manages enterprise Help Desk
- (h) Coordinates inbound support scripts
- (i) Manages call center contract
- (j) Develops project statistics
- (k) Coordinating Network Enterprise Center (NEC) support for Garrisons

- (l) Reviews remote security logs
  - (m) Validates distributed Telecom compliance
  - (n) Serves as liaison to G6 business customer
  - (o) Integrates with functional proponents
  - (p) Develops needs assessments
  - (q) Ensures G6 internal coordination for projects
  - (r) Ensures projects comply with CIO/G6 requirements
  - (s) Reports potential new requirements to CIO/G6
  - (t) Provides catalog of IT products/services
- (2) Enterprise Solutions Division has the following lead responsibilities:
- (a) Develops, tests and deploys custom mobile and mission applications.
  - (b) Provides direction and technical guidance for “cradle to grave” management of over 100 command wide information systems.
  - (c) Provides awareness for ongoing communications systems status, as well as, provides the command guidance for identifying, developing and executing processes for insertion of command and customer focused applications.
  - (d) Provides technical support for the Army Environmental Database (AEDB)--including AEDB-Compliance Cleanup, AEDB-Environmental Quality, and AEDB-Restoration.
  - (e) Develops a full array of mobile applications that function on multiple hardware platforms
  - (f) Transitions IMCOM, AEC, OACSIM and selected FMRWRC applications to e-TIME enterprise platform.
  - (g) Establishes and negotiates for a permanent 3<sup>rd</sup> independent and IMCOM-focused Army Agents of Certification Authority (ACA).
  - (h) Provides Garrisons support for Certificate of Net-worthiness (CoN) on mission systems, ensuring standardized, secure, interoperability of IT assets. Testing and evaluation is a large part of the certification process, and all portions of the program must be integrated into Change Management.
  - (i) Ensures command compliance with IA directives and processes.
  - (j) Provides technical support for the IMCOM mission IT system including:

- 1) Army Energy and Water Reporting System (AEWRS)
- 2) AEC Funds and Resource Management (AFRM)
- 3) Army Housing Enterprise System (AHES)
- 4) Army Housing One Stop (AHOS)
- 5) Army Housing Staff Community Website (AHSC)
- 6) Army IMCOM Reservation System (AIRS)
- 7) Army Mapper (AM)
- 8) ATHOC Network Centric Mass Notification
- 9) The Business Occupancy Program (BOP)
- 10) Base Realignment and Closure Financial Module (BRAC-FM)
- 11) Engineered Management System
- 12) Common Levels of Support Decision Support Tool (CLS-DST)
- 13) Decision Management Support System
- 14) Equal Employment Opportunity Self Assessment Tool (EEOSAT)
- 15) EPAS – Environmental Performance Assessment System
- 16) Environmental Restoration Information System (ERIS)
- 17) Electronic Transformation of the Installation Management Enterprise
- 18) Facility Management Assistant (FMA)
- 19) Facility Planning System (FPS)
- 20) General & Flag Officers Quarters (GFOQ)
- 21) Housing Operations Management System – Web Based (HOMES 4)
- 22) IMCOM Task Tracking System (ITTS)
- 23) Headquarters Army Environmental System (HQAES)
- 24) Headquarters Installation Information System (HQIIS)
- 25) IEIS - Installation Executive Information System
- 26) IFS - Integrated Facilities System
- 27) IMCOM Public Web Content Management System (IMCOM CMS)
- 28) IMCOM Enterprise Service Desk (EnSD)
- 29) Installation Management Command On-Line (IOL)
- 30) ISRWEB – Installation Status Report
- 31) Army Meter Data Management System (MDMS)
- 32) MyAEC
- 33) Project Priority System (PPS)
- 34) Proactive Real Property Interactive Space Management System/Management Command & Control
- 35) RAPIDGate - (RAPIDGate)
- 36) Repository of Army Environmental Documents (READ)
- 37) Real Property Planning and Analysis System (RPLANS)
- 38) Reimbursable Programs Tracking System (RPTS)
- 39) Senior Commanders Installation Needs and Issues (SCINI)
- 40) Status Tool for Environmental Programs (STEP)
- 41) Solid Waste Annual Reporting System (SWARWeb)
- 42) Comprehensive National Cyber Security Initiative (CNCI) 11
- 43) HQDA CIO/G6 LSS CAC Project
- 44) Technical Writing & Development
- 45) Configuration Management Plan (CMP)
- 46) Independent Verification and Validation (IV&V)
- 47) Battle Command Training Centers (BCTC)
- 48) Accounting Package (ACCPAC)
- 49) FMWRC Management Information System Applications Service Provider (ASP )
- 50) Application Tracking (APPTRAC!)

- 51) Business Objects Enterprise (BOE) / Crystal Reports
- 52) Child and Youth Management System (CYMS)
- 53) Catered Event Management System (EventMaster)
- 54) Financial Management Budget System (FMBS)
- 55) Food and Beverage Inventory Management System (Foodtrak)
- 56) Free balance
- 57) Gifts to Army
- 58) Golf Tracking (GolfTrac!)
- 59) Host Base Security System (HBSS)
- 60) IMCOM Manning and Relocation Database
- 61) Information Employee Tracking System (IMETS)
- 62) Internet Tax Relief Administration Assistance Center (iTRAAC)
- 63) Leisure Travel Management System (LTMS!)
- 64) NAF Employee Benefits
- 65) NAF Point of Sale Life Cycle Management
- 66) PayWare Transact
- 67) Recreational Tracking (RecTrac!)
- 68) Risk Management (AREV)
- 69) Standard Management Information Reports for Finance(SMIRF)
- 70) Standard NAF Contracting System (SNACS)
- 71) Time Labor Management System (TLMS)
- 72) Travel Manager Web
- 73) Web Tracking (WebTrac!)
- 74) MWR Academy Learning Management System
- 75) General Library Information System
- 76) GarrisonCommander.com
- 77) Army Recreation Machine Program (ARMP)
- 78) ARMP Accounting System (ARMP-ACCT)
- 79) AFRC Systems Support
- 80) AREV Risk Management Program(RIMP)
- 81) Europe Consolidated MWR Hosting
- 82) Contract Support Approval Automation
- 83) Texas Hold'm Tournament Management
- 84) IMCOM Pest Management Info System (IPMIS)
- 85) Army Business Net (ArmyBizNet)

(3) Operations and Plans Division has the following lead responsibilities:

(a) Provides IT Integration and Field Synchronization for Army directed Enterprise Initiatives (examples include E-mail, Active Directory, Army data center consolidation).

(b) Provides IT Support Services for HQ IMCOM workforce (includes FMWRC and AEC) to include VTC, DCO, IASO, Helpdesk support , telephones, Conference support, Mobile Computing/Wi-Fi support , Copier/printer management, telephone control, Blackberry/Aircard issuance/support. Include direct support for IMCOM's command and control IT requirements for Voice, Data, Video, and Audio Visual are met.

(c) Provides Command wide support for IT priority initiatives, to include budget preparation and execution.

(d) Develops baseline requirements for II-PEG. Army Installation Management Headquarters Information (AIM-HI) and assists the Installations Program Evaluation Group in complying with DOD PPBES mandates to project dollar requirements to support future requirements for base support resources for Army installations world-wide.

(e) Provides VTC enterprise strategy for IMCOM community to include acquisition, fielding, and operations.

(f) Provides direct support and guidance to the Region and Garrison S6/IMOs and their customer base. Resolve all IT issues associated with region and garrison IT staff support, validate requirements, support OPODs/tasks, and monitor operations and compliance. Liaison between NETCOM and supported elements.

(g) Provides G6 liaison to external Commands and ensure support for mission alignments resulting from transformational and new missions. Examples are ASAP and transfer of NECs to NETCOM.

(h) Provides support for the HQ IMCOM OPS Center Support for voice, data, and AV/VI systems.

(i) Provides support for the modernization and life-cycle replacements.

(j) Supports conferences on and off/site for all IT requirements.

(k) Reviews and preparers regulations, supplements, pamphlets, informational products, and OPODs from the IT perspective. Includes comments to Army level staffing actions affecting the IMCOM workforce and reports.

(l) Supports auditors with tasks to regions and garrisons, review of findings and prepared responses, and preparation of HQ audit responses.

(m) Manages direct liaison with ARCYBER, NETCOM, and installation NECs supporting IMCOM installations.

(n) Identifies, validates and ensures funding streams for all IT Tails requirements to support constructions projects for SRM, BRAC and to a lesser extent MCA.

(o) Provides HQ oversight and review of requests for waivers to allow IMCOM Garrisons, Regions and HQ to obligate non-IT MDEP funds for IT equipment, software and services.

(p) Manages the IMCOM G6 operational budget during year of execution, managing the distribution of IT-related MDEP funding to IMCOM Garrisons and providing IMCOM command input into the IT-related MDEP managers.

(q) Manages the IMCOM Command use and financial obligations for enterprise software licenses. IMCOM currently holds over 80,000 Microsoft Vista licenses and several thousand other licenses.

(r) Manages the IMCOM Command as a customer of Army IT services and working with the Army IT Service Level Management/IT Metrics working group to ensure delivery of quality IT services to Army standards.

(s) Develops and updates checklist items pertaining to IT (such as those delineated in AR 25-1, AR 25-2, etc.) to be used by headquarters, regions, and garrisons. Conducts inspections of these areas.

(t) Develops and implements the enterprise Information Technology Service Management (ITSM) plan that compliments the Campaign Plan and provides IT service delivery measurements for G6.

(u) Plans and executes IT aspects of BRAC and JB actions, attend quarterly IPR's / Updates, present G6 positions/recommendations on topics affecting G6 operations on BRAC and Joint Basing related issues and initiatives.

(v) Facilitates movement of personal data and shared data to FSH, along with the completion of network and security documents, while maintaining network stability from losing Organization (Account deletions/maintaining control of PII). Complete in and out processing associated with moves.

(w) Provides Acquisition Management Support for IMCOM Community IT Operations and Services.

(x) Leads the IT infrastructure/equipment modernization and readiness for IMCOM facilities worldwide. Ensure that any new IT infrastructure/equipment supports all communication requirements of the IMCOM workforce.

(y) Consolidates multiple mechanisms for obtaining and supporting commercial network connectivity to support various programs and systems.

(z) Supports the IMCOM Managers' Internal Control.



## **6-6. G7 Training Operations and Mission Support Division.**

a. Mission: Provides integrated leadership, resources, and guidance for planning and executing Training Support Systems Enterprise (TSS-E) and mission support program capabilities to enable Army installations to meet military commanders' training, readiness, and operational mission requirements.

b. Organization: Organization: The G7 Training Directorate consists of a Headquarters element and six Operational and Institutional Training Support Systems (TSS) Program Management elements: Training Integration Program, Sustainable Range Program (SRP), Mission Command Training Support Program (MCTSP), Soldier Training Support Program (STSP), Institutional Training Support Program (ITSP), and Ammunition Management Program.

c. Lead Responsibilities: The six Operational and Institutional TSS Program Management elements within the G7 Training Directorate have the following lead responsibilities:

(1) Training Integration Program provides focus and synchronization for all IMCOM training programs; promoting business transformation, monitoring performance results; vertical and horizontal integration of training requirements that are associated with 2 or more training support programs. Installation level requirements are identified by Senior Commanders (SC)/Garrison Commanders (GC)/Mission Commanders (MC) and coordinated with Headquarter, Department of the Army, the Training Support System-Enterprise (TSS-E), Army Commands, Army Service Component Command, and Direct Reporting Units (ACOM/ASCC/DRU). Lead responsibilities include, but not limited to:

(a) Coordination and integration of the Army Support Training Conference (ASRC) and Joint Assessments (JA) supporting the Army Force Generation training demand signal.

(b) Oversight and development of Training Manpower/Manpower Modeling/Tables of Distribution and Allowances (TDA)/Resource Management/Contracts/Army Transformation supporting the Training Support System.

(c) Management Decision Package (MDEP) Management for Institutional Training (VOPR), Museums (VMUS), and the Combat Training Center at Fort Polk, LA (WCJT)

(d) Army Force Generation (ARFORGEN) and Training Transformation (SICE/HCE/MCE/MCE) synchronization.

(e) Provides Strategic Communications and Joint Sourcing Training Oversight (JSTO) for all Army Campaign Plan decisions and Army Regulations.

(f) Provides coordination and functionality for contracts supporting G7, Training Transformation, War fighter Forum, travel (TDY), and official correspondence.

(g) Executes the IMCOM G7 TSS-E battle rhythm (Program Management Reviews, Training Support Working Groups, Training-Council of Colonels, Training General Officer Steering Group, Army Training and Leader Development Conference, Mission Essential Requirements Reviews, Training Support System Reviews, Theater In-process Reviews, ROC Drills, Operational Environmental Management Plan, and Mission Essential Task List reviews.

(h) Consolidated review of MDEP funding for the TSS programs for the Program Objective Memorandum (POM), specifically the: Institutional Training, Installation Ammunition Management, Sustainable Range Program, Soldier Training Support Program, Mission Command Training Centers, and the Integrated Training Area Management (VSCW, TAVI, TCSC, and ITAM).

(i) Provides guidance and policy for all Base Realignment and Closure (BRAC) issues.

(j) Coordinates all Combined Arms Training Strategy issues.

(k) Information Technology Development/automation for divisional support, equipment, database management, monthly training calendar, share point (maintenance and development), and professional development schools.

(2) The IMCOM Sustainable Range Program (SRP) provides assistance and oversight of Garrison's execution of SRP functions. The program also provides guidance, the tracking of resources and programmatic assistance to the Garrison to ensure that the SRP functions effectively and supports the Senior Commander's (SC) live fire and maneuver training and mission requirements. These training requirements are accomplished through the SRP's two core components, the Integrated Training Area Management (ITAM) Program and the Range and Training Land Program (RTLTP). Services provided include, but are not limited to:

(a) MDEP Management: SRP provides management of the MDEPs TATM (ITAM), VSCW (RTLTP) and range modernization funded by VSRM. This is accomplished by working closely with Regions and Garrisons to ensure HQDA MDEP managers have all requirements these program needs are presented to HQDA (TTPEG) for validation and funding.

(b) ITAM Plan Development: IMCOM G7 accomplishes this by working closely with both the Garrison ITAM and Environmental staff to identify cultural and environmental requirements within the Garrison's training area. Once all requirements have been identified they are prepared and included in the Garrison's ITAM Plan IAW AR 350-19. The ITAM Plan is the basis for all training land requirements that are submitted to HQDA for funding.

(c) Range Complex Master Plan (RCMP): IMCOM RTLTP provides guidance and assistance to the Garrison as it develops and prepares its RCMP. RTLTP ensures that the RCMP is fully integrated and part of the Garrison's Real Property Master Plan (RPMP). The RCMP must include all new range modernization requirements, all land acquisition requirements and range projects that have been programmed and included on the Army's 1-N list. The RCMP is

the source for the Garrison's Range Development Plan (RDP). IAW AR 350-19 and HQDA G3 (DAMO-TRS), guidance only range and land requirements identified and part of the Garrison's RCMP will be considered for validation and funding consideration.

(d) Range Modernization Oversight: IMCOM SRP provides subject matter expertise and oversight in the execution of range modernization across IMCOM. This includes attending planning charrettes, design reviews during the development of the range project. On request of the Garrison IMCOM SRP staff will conduct assistance visits as projects are being constructed. Attends and participate in the United States Army Corps of Engineer (USACE) Military Construction (MILCON) review and the Army's MILCON Integrated Planning Team (IPT) to ensure live fire training requirements are addressed during these bodies' deliberations SRP Contract oversight: The G7 SRP staff provides subject matter expertise and oversight as Garrison's execute contract requirements funded by MDEP VSCW. This oversight is chiefly limited to review of contract Performance Work Statements (PWS) to ensure they meet VSCW and TATM funding guidance as well as programmatic.

(e) TSS POM development and analysis: SRP staff attends the biannual Program Management Reviews (PMR) conducted by HQDA G3 where IMCOM Senior Commander Needs and Issues (SCNI) are presented. Prior to the PMR SRP staff review all SCNI submissions from Garrisons and provides recommendations and guidance as required then prepares these for presentation. These PMR submissions are used by HQDA G3 MDEP managers (VSCW and TATM) for developing and presenting requirements to the TT PEG for funding consideration during the POM.

(3) Mission Command Training Support Program (MCTSP) implements DP 91 (TSS) decision to improve the management and execution of the Army's Training Support System by developing the IMCOM Mission Command Training Center Live, Virtual, Constructive-Gaming (LVC-G) training support policy, strategy, planning, resourcing, and execution guidance that support Army Force Generation (ARFORGEN) aim points for functional/multifunctional units training.

(a) Provide a consistent level of training support services to support ARFORGEN training and reduce training overhead on units by aligning Mission Command Training Support Service enablers with Deployment Expeditionary Force and Contingency Expeditionary Force commanders training plans IAW SC priorities.

(b) Validate and adjudicate the Senior Commander approved installation integrated Training Support System training needs list.

(c) Brief Senior Commander approved needs and issues to the Training Support System Enterprise during bi-annual Program Management Review and Training Support Work Groups.

- (d) Attend quarterly US Army Forces Command ARFORGEN, Synchronization and Resourcing Conference to determine who (units/individuals), when, where (site), and how (methods/media) collective and individual critical tasks will be trained.
- (e) Manage Sub-Activity Group 121, Management Decision Package TCSC funds and provides standardized, flexible, scalable and responsive LVC-G training that is synchronized to support Active and Reserve Component units.
- (f) Identify and acquire required training resources to support ARFORGEN training requirements.
- (g) Develop IMCOM G7 Mission Command Training Support Program Narrative Funding Guidance directives to ensure HQDA G3 (DAMO-TRS) resources are executed IAW HQDA allocation and direction.
- (h) Disseminate Mission Command Training Support Program planning, programming and budgeting guidance as prepared by HQDA, G3 (DAMO-TRS).
- (i) Develop Mission Command Training Center cost estimates and identify/report, to the Training Support System Enterprise, manpower/equipment requirements that impact resource projections.
- (j) Deliver relevant LVC (including gaming) training enablers through the Army's Training Support System products, services and facilities to create training conditions that realistically portray the operational environment and enable Full Spectrum Operations Mission Essential Task List based operational training strategies within the ARFORGEN construct, as well as institutional strategies reflected in POIs.
- (k) Oversee hubs and spokes individual, collective and exercise training.
- (l) Validate all mission command training center individual operator and leader level training products prior to reproducing, implementing or instruction.
- (m) Validate all tests before they are implemented.
- (n) Evaluate instructor performance at hubs, spokes and deployed/remote sites.
- (o) Monitor the all Mission Command Training Center DOD Information Assurance (IA) certification programs.
- (p) Establish an approval process for IA certification and serve as the primary point of contact for IA-related actions.

- (q) Coordinate IA certification with Training Support System and HQs, IMCOM Information Assurance Program Manager (IAPM).
- (r) Conduct announced and unannounced IA assessments.
- (s) Serve as a member of the IA configuration board.
- (t) Serve as the Career Program 36 Modeling and Simulations (M&S) Activity Program Manager.
- (u) Provide IMCOM M&S careerist a road map of training and developmental opportunities to aid in career decisions.
- (v) Provide IMCOM M&S careerist and their supervisors with a single-source reference to assist in determining appropriate training and development both to enhance on-the-job performance and to prepare the careerist for progressively more responsible positions.
- (w) Assist M&S Proponent management in allocating resources for civilian training and development.
- (x) Publicize career program guidance on career progression education, mobility and other career development opportunities.
- (y) Coordinate training to meet mandatory experience, education and training requirements for the M&S Career Field.
- (z) Monitor selection of interns in terms of qualification and high potential to successfully complete the training program.
- (aa) Coordinate LVC-G modernization (equipment and infrastructure) with Army Staff, Army Commands, Army Service Component Commands, and Direct Reporting Units staff members to ensure our installations enable Senior Commanders to provide forces for Combatant Commanders for contingency operations, Army missions, and emergent requirements in the homeland and overseas.
- (bb) Monitor fielding of LVC Integrated Training Environment (ITE) in support of Brigade Combat Team level and higher training and mission rehearsal exercises.
- (cc) Assess the training effectiveness and value added of fielded training systems through the TSS Enterprise process within the ARFORGEN construct.
- (dd) Serve as the CLS 307 Mission Command Training Support Program Community of Practice lead.

(4) The Soldier Training Support Program (STSP) provides GC, in conjunction with IMCOM Regions, the processes, guidance, and assistance to effectively manage and execute STSP functions. Also provides standardized and consistent world class services and support through Training Support Centers (TSC) operations and management of Training Aids, Devices, Simulators and Simulations (TADSS). Services provided include:

(a) Provide a consistent level of training support services to IMCOM installation Training Support Centers (TSC) and their AR 5-9 Areas of responsibility, reducing training overhead on units by aligning Soldier Training Support Service enablers IAW SC priorities.

(b) Validate and adjudicate the Senior Commander approved installation integrated Soldier Training Support System training needs list.

(c) Brief Senior Commander approved STSP needs and issues to the Training Support System Enterprise during bi-annual Program Management Review and Training Support Work Groups.

(d) Conduct MDEP TAVI resource management analysis and advise HQDA G3 (DAMO-TR) on issues affecting IMCOM installation TSC manpower, facilities and operations.

(e) Provide TADSS management oversight of IMCOM installation TSCs for movement and storage IAW federal, DOD and Army regulations. Conduct TADSS PM coordination, integration, Real Property infrastructure, standardization, and TT PEG POM requirements.

(f) Standardization of TSC Operations processes and TSS-E program integration.

(g) Implementation of Garrison Organization, Manpower Models and DPTMS alignment.

(h) Service Champion for CLS 306. Serve as the CLS 306 TSS-E STSP Community of Practice lead.

(i) SCINI submission review / Program Management Review (PMR) presentation

(j) Coordinate/Conduct National Guard (ARNG) & Reserve Component (RC) Training Support Working Group activities.

(5) Institutional Training Support Program (ITSP) provides Garrison Commanders, through the IMCOM Regions, the processes, guidance, and assistance to effectively support training and operational missions through the effective management of IMCOM resources required for institutional training at the installation and within the garrison:

(a) Establish and manage (DP91 Decision) processes to acquire workforce Institutional Training quotas and enrollment through the Army TACITS and SMDR processes in ATRRS.

(b) Serve as IMCOM training quota manager in requesting training quotas approved in the ARPRINT.

(c) Supervise and provide guidance to the Regions and Garrisons as sub quota managers requesting training quotas in TACITS.

(d) Allocate training seats to the sub quota managers for student enrollment in ATRRS and CHARTIS.

(e) Submit training seat requests through the TRAP process for garrison requirements.

(f) Coordinate IMCOM service and infrastructure requirements among the installations for programming to support the ARPRINT and TRAP process in the year of execution.

(g) Oversee and validate all TDY to send IMCOM personnel to individual training.

(h) IMCOM proponent for IMCOM Reg 350-1 and 350-10, and IMCOM representative for AR 350-1 and 350-10.

(i) Provide input to HQDA for initiatives and changes to the Army's Individual Training programs.

(j) Coordinate and support all HQDA level processes for TACITS, TRAP and SMDR (IMT, PME and etc) ICW ACSIM.

(k) Program Management for MDEP TTDY that funds Institutional Directed Lodging and Meals Program and all Soldier DA Directed training for Soldiers in IMCOM. Provides Directed Lodging and Meal funding for all training base installations that are on the program. Provide TDY Funding for all Soldiers in IMCOM attend DA Directed training.

(l) Serve as the IMCOM Academy proponent for staff training and professional development.

- (1) Garrison Pre-Command Course (GPC)
- (2) General Officer Installation Commander's Course (GOIC)
- (3) Directorate of Plans, Training, Mobilization and Security Course (DPTMSC)
- (4) Anti-Terrorist/Force Protection IV Course (AT/FP IV)
- (5) Family and Morale, Welfare and Recreation (FMWR) Courses
- (6) Other IMCOM Appropriated Fund (APF) Courses

(m) Maintain an MWR Master Training Plan tied to employee competencies.

(n) Develop and conduct job specific non managerial, managerial, executive and senior commander training to satisfy identified and validated needs.

(o) Evaluate and adopt alternative performance support training delivery mechanisms consistent with training cost and effectiveness objectives and standards.

(p) Conduct on site or regional training and support programs to meet short term or immediate needs.

(q) Provide ongoing performance support including references, job aids, and professional development support through a web-based Learning Management System (LMS).

(r) Provide an automated Professional Development Plan (PDP), a performance management and career planning tool, which can also generate individual employee training plans.

(s) Award Continuing Education Units (CEU) for Army MWR Training activities that meet standards set by the International Association for Continuing Education and Training (IACET) and maintains a data base capable of documenting the award of CEU to each awardees. Maintain records capable of documenting student participation in courses for which college credit may be offered for those courses recommended for such credit by the American Council on Education (ACE).

(t) Conduct performance support related studies: front-end analysis or training needs assessments; training requirements; evaluation plans and standards; and performance assessments.

(6) Ammunition Management Program provides GC, in conjunction with IMCOM Regions, the processes, guidance, and assistance to effectively manage ammunition requirements, authorizations, sub-authorizations and allocations for all USAG Soldiers, DA Civilian Police, Installation Quick Reaction Forces, and Military Police providing force protection on IMCOM Installations. In addition, assist and effectively support SC training and operational missions through the management of ammunition requests and training.

(a) Centrally manage the Army's Total Ammunition Management Information System (TAMIS) for IMCOM.

(b) Validate all ammunition requests for authorization and forecast accuracy prior to ASP's acceptance. Provide guidance to units with the unforecasted ammunition request (UAR) process to help determine ammunition availability and consults with ACOMs for approval or disapproval. Ensure ammunition expenditure data is accurately charged to the appropriate unit in TAMIS. Manage all tenant ammunition requests through TAMIS.



- (c) Maintain accountability of munitions and provide Commander a snap shot of expenditures and training.
- (d) Manage the Career Program 33 Ammunition Manager for IMCOM
- (e) Proponent and Provide policy guidance on IMCOM Regulation 5-13 and revision
- (f) Provide input and coordination for changes to DA PAM 350-38 (STRAC) revision and updates.
- (g) Manages and coordinates the Ammunition manager's awards programs for installation-level awards.
- (h) Represent IMCOM on all committee meetings regarding ammunition management and provide guidance and oversight to regions and garrisons for training ammunition. Monitor and ensure installation regulatory compliance with basic and operational ammunition loads.
- (i) Develop and validate manpower requirements for Ammunition Management services
- (j) Lead and assist in the conduct of training for all ammunition courses to include TAMIS, ammunition handlers, and HAZMAT.
- (k) Assist in the establishment an installation Ammunition and Explosives Handler Certification Board and implement recommendations of the board. Assist commander as the certifying official or appoint an appropriate designee, in writing, on the board.
- (l) Ensure ammunition requirements in TAMIS meet unit requirements in accordance with DA PAM 350-38 and other authorizing documents.
- (m) Ensure training requirements and authorizations are forecasted in TAMIS and synchronized with training schedules through the end of the next FY.
- (n) Enforce policies to maintain 100 percent accountability of all arms, ammunition, and explosives (AA&E), and packing component items issued to the unit
- (o) Coordinate with appropriate activity to synchronize scheduling of weapon training devices, simulators or simulations (engagement skill trainer (EST)), and ranges with customer unit forecast or request for supporting munitions.
- (p) Provide ammunition status reports to garrison and senior commanders, as requested.

(q) Develop and conduct, in conjunction with the DOL, quality assurance specialist ammunition surveillance (QASAS) and Installation Safety Office (ISO), and the installation Ammunition Handler Certification Course. Provide membership to the installation Ammunition Certification Board.

(r) Employ the Army's centralized ammunition management process to authenticate the installation's ammunition forecast. Coordinate with the Ammunition Supply Point Manager, Joint Munitions Command (JMC), and Aviation and Missile Command, to ensure that an adequate stockage level is maintained at the ASP.

(s) Receive and redistribute annual ammunition authorizations from the following agency, organization, and unit managers to subordinate Total Ammunition Management Information System (TAMIS) accounts.

(t) Review all ammunition forecasts submitted by subordinate units, ensuring the forecasts properly support required events in accordance with AR 5-13 (Total Army Munitions Requirements Process and Prioritization System), DA PAM 350-38 (Training Device Policies and Management), and command missions and objectives

(7) The Director, G7 Training Operations and Mission Support Directorate conducts coordination and integration with all levels and types of military and civilian organizations - ARSTAFF, ACOMs, DRUs, ASCCs, Installations, Regions, Garrisons, Separate Units, Local and State Governments, Army Reserves, Army National Guard, Sister Services, and DOD.

## **6-7. G8 Resource Management.**

a. Mission. The G8 has primary staff responsibility for obtaining, recommending, allocating, administratively controlling, and accounting for resources within IMCOM for prior, current and future years. The G8 provides policy for regions and garrisons relating to resource management, acquisition and contract management and manages fiscal and manpower resources by ensuring they are protected, accounted for, and expended in compliance with statutory, regulatory and policy requirements.

b. Organization. The G8 consists of five divisions: Financial Operations, Budget, Program Analysis and Evaluation, Manpower, and Acquisition and Sourcing.

c. Lead Responsibilities. The G8 has the following lead responsibilities:

(1) Produce budgets based on Army strategy and IMCOM policies and procedures.

(2) Plan, develop and execute the HQ IMCOM budget.

(3) Review and interpret laws, policy and other guidance affecting IMCOM resources to ensure funds are executed for intended purposes.

- (4) Advise subordinate units on policies and procedures
- (5) Monitor execution and analyze accounting reports.
- (6) Ensure budget execution complies with financial management regulations.
- (7) Work year-of-execution funding issues/shortfalls
- (8) Articulate critical requirements to HQDA
- (9) Produce budgets based on Army Strategy and IMCOM policies and priorities.
- (10) Produce and publish a comprehensive narrative funding guidance.
- (11) Allocate dollar resources IAW with guidance from HQDA and IMCOM Senior Leadership.
- (12) Ensure budget estimates comply with established costing methodologies.
- (13) Monitor execution of resources IAW with obligation plans to ensure compliance with all statutory and administrative funding floors and ceilings.
- (14) Analyze accounting reports and ensure compliance IAW financial management regulations.
- (15) Develop and implement procedures for identifying resource requirements that meet Command guidelines and includes functional review and validation prior to submission.
- (16) Conduct periodic Program Budget Advisory Committee (PBAC) meetings.
- (17) Develop and train a workforce that possesses the skills required to be effective in a cost culture environment. Develop, produce, submit and defend the command Program Objective Memorandum (POM), Future Years Defense Program (FYDP), and Budget Estimates Submission (BES).
- (18) Review Defense Planning Guidance (DPG) and The Army Plan (TAP), Combatant Commander's Integrated Priority List (IPL) and ACOM Commander's Narratives, and other internal and external policies, procedures and guidance to ensure submissions satisfy command strategic objectives and requirements.
- (19) Manage the command Management Decision Package (MDEP) architecture.

(20) Maintain the command data dictionary and data elements in the Planning, Programming, Budgeting and Execution (PPBE) file.

(21) Maintain the command database for Army Program and Budget Guidance (PBG) that reflect the POM, BES, and the President's Budget.

(22) Train the Headquarters requirements subject matter experts.

(23) Provide analysis to support programming recommendations.

(24) Develop the Commander's Narrative, Unfinanced requirements (UFRs) and recommendations for realignment of resources.

(25) Codify, submit and defend requirements to HQDA.

(26) Oversee the command Memorandum of Agreement (MOA), Memorandum of Understanding (MOU) and Inter-service Support Agreement (ISSA) process.

(27) Assist the command in negotiation and execution of MOAs, MOUs, and ISSAs between IMCOM and other activities.

(28) Coordinate development of Commander's narrative in support of the POM.

(29) Integrate requirements for installation support programs with IMCOM HQ, HQDA, & Program Evaluation Groups (PEGs).

(30) Develop list of unfinanced requirements (UFRs) and recommend realignment of resources to meet priorities of IMCOM Leadership.

(31) Provide analysis to support programming recommendations for leadership to make decisions.

(32) Lead the Service 70 Configuration Community of Practices.

(33) Serves as principal advisor for reimbursements.

(34) Provide oversight of prior year funds management.

(35) Manage/conduct the Joint Review program for IMCOM.

(36) Develop reports and review and analyze financial status. Generate consolidated reports to HQDA.

(37) Conduct and manage IMCOM Year End activities.

(38) Produce the Managerial Accounting Report (MAR). Monitor, analyze and assist with actions to achieve goals of the MAR.

(39) Provide oversight of IMCOM delinquency management.

(40) Provide oversight, implementation, analysis, operations support for inculcation of IMCOM cost culture; provide ACE (Assistant to the Commander for the Enterprise) advice to IMCOM leadership.

(41) Provide oversight, training (or ensure provision of training), implementation, and operational support for IMCOM managed (e.g. IOL) and IMCOM used financial systems. (e.g. GFEBS).

(42) Interpret Accounting Policy from OSD and/or HQDA and develop IMCOM implementing guidance in compliance with DFAS.

(43) Administer Delegations of authority for administrative control of funds from IMCOM Commander.

(44) Provide Accounting Policy and procedural advice to HQ IMCOM, RDs, subordinate commanders and garrison commanders.

(45) Coordinate Fiscal Code Changes with/through IMCOM activities /HQDA/DFAS.

(46) Gather, analyze and report contingent liabilities to HQDA.

(47) Monitor Administrative Control of Funds at all levels of IMCOM and manage potential/formal Anti-deficiency Act (ADA) issues as required.

(48) Perform daily reconciliation of Army accounting systems supporting IMCOM.

(49) Perform IMCOM Online (IOL) requirements, programming and testing support.

(50) Provide General Fund Enterprise Business System (GFEBS) with master file data elements, system interface coordination, training requirements, functional requirements and problem resolution coordination. Act as single coordination point for IMCOM HQ implementation and maintenance of GFEBS.

(51) Receive funds from external sources; distribute, monitor, reconcile and follow to end-of-year for total obligation; track for next five years and provide support to activities/regions for reprogramming funds.

(52) Manage General Fund Enterprise Business System (GFEBS) Tier II Helpdesk

(53) Provide functional support of external systems impacting IMCOM. External systems supported include:

- (a) Operational Data Store (ODS)
- (b) Defense Travel System (DTS)
- (c) Automated Time and Attendance Production System (ATAAPS)
- (d) Eagles
- (e) Customer Automated Reporting Environment (CARE)
- (f) Access Online (AXOL)
- (g) Government Purchase Card (GPC)
- (h) Funds Control Module (FCM)
- (i) Exchange Pricing
- (j) Logistics Modernization Project (LMP)
- (k) Defense Civilian Pay System (DCPS)
- (l) Defense Civilian Personnel Data System (DCPDS)
- (m) Installation Facility System (IFS)
- (n) Wide Area Workflow (WAWF)
- (o) Purchase Card Management System (PCMS)
- (p) Online Report Viewing (OLRV).

(54) Ensures manpower requirements and authorizations are correctly programmed, allocated and documented, and reprograms as required.

(55) Conducts manpower requirements determination at the IHQs, Regions and Garrisons. Implements Army manpower and equipment requirement policies and priorities.

(56) Consolidates and issues manpower guidance to HQs, Regions and Garrisons.

(57) Develop, submit and defend changes to the IMCOM Command Manpower and Equipments Programs submitted to HQDA for BES/POM /FYDP.

(58) Review, analyze and evaluate changes to the manpower program and TDA submitted by IMCOM HQ, Region and Garrisons staffs to ensure submissions support IMCOM organizational mission priorities and adhere to IMCOM/HQDA guidance.

(59) Maintain a continuity of relationships between the POM force and the development of the military resources required to support the IMCOM installation management mission. In cooperation with IMCOM G3/7 develop, submit and defend IMCOM's military force structure resource requests during the Total Army Analysis (TAA) process.

(60) Review and evaluate equipment requests to make certain equipment authorizations are fully justified by mission requirements, and equipment to accomplish an organization's mission if properly documented. Conduct equipment requirements determination reviews.

(61) Review, and evaluate requests for orders. Coordinate with IMCOM G1 and G3, Army G3/7, and the Center for Military History to publish permanent orders to establish, inactive, reorganize, discontinue or inactivate IMCOM organizations.

(62) Coordinate publication of the Garrison Organization with IMCOM G5. Link services to respective MDEP/APE combinations.

(63) Maintain data and coordinate approved documentation of Unit Identification Codes (UICs) in the SORTS data base.

(64) Implement Army policies and priorities related to requirements determination. Development and publish IMCOM concept plan guidance. Lead for the coordination, analysis and evaluation of requirements determination methodology associated with IMCOM Garrison Base Operations (BASOPS) services and HQ and Region mission/tasks.

(65) Assist HQ IMCOM Staff Directors and service owners in modeling and concept plan development. Review and evaluate Region/Garrison concept plans to ensure data provided is complete and sufficient to make a resource informed requirements determination.

(66) Provide guidance and assistance in the development of Garrison level service models. Coordinate and resolve issues with service owners, or MDEP points of contacts and US Army Manpower Analysis Agency (USAMAA) during the model development/validation process.

(67) Develop business rules and conduct analysis to facilitate the identification of efficiencies and provide resourced-based solutions in determining mission requirements.

(68) Develop and publish IMCOM in-sourcing guidance for conversion of contractors to Department of the Army Civilians.

(69) Provide assistance to the HQ/Region/Garrison staff regarding the development of in-sourcing requests and in-sourcing concept plans.

(70) Manage the contractor reporting process, Panel of Documentation of Contractors, for IMCOM.

(71) Develop and submit IMCOM' annual Civilian Execution Plan (CEP) to Army G1. Provide IMCOM Leadership and Army G1 with monthly civilian strength reports. Provide monthly centralized accounting of civilian manpower personnel for IMCOM organizations. Monitor and provide reports regarding IMCOM manpower on-board strength and work-year utilization.

(72) Develop/coordinate and benchmark manpower program changes and monthly updates to compare programmed manpower against utilization. Analyze force management strategies against utilization. Identify over-strength to assist with future years planning. Assembles report and query historical manpower data.

(73) Manage the Internal Controls Program for IMCOM.

(74) Develop the IMCOM annual statement of assurance and oversee process for IMCOM HQ, Regions and Garrisons.

(75) Develop and publish policy and guidance and training for managers.

(76) Develop the five year internal controls plan and other internal control program guidance.

(77) Update check lists to ensure internal management controls are in place.

(78) Ensure evaluations are completed and submitted and develop feeder statements to forward to HQDA.

(79) Review market research, Independent Government Cost Estimates (IGCE) and Performance Work Statements (PWS).

(80) Review and interpret contract policy and forward to HQ IMCOM staff, subordinate commanders, Regional Directors.

(81) Ensure contract comply with Federal, DOD and Army regulations.

(82) Serve as IMCOM subject matter experts on all aspects relating to contractual matters to include contractor performance, source selection, consultant and advisory services, contract close-out, resource management, burn rates, and manage contract database.

(83) Prepare and conduct IMCOM Acquisition Planning Review Boards, and Services Infrastructure Enterprise Contract Management (SIECMP), and Quarterly Contract Review Boards (SQCRBs).

(84) Collect and validate requirements, in-source planning, and funding.

(85) Develop command strategic sourcing policy and standing operating procedures.

(86) Conduct trend and cost analysis to identify opportunities for cost savings and process efficiencies.

(87) Analyze contracts for opportunities to use enterprise contracts.



(88) Provide and coordinate strategic sourcing training (e.g., PWS development and contracting basics).

(89) Execute the Services and Infrastructure Enterprise Contract Management Program (SIECMP) for the command. Develop and implement policies and training to support SIECMP.

(90) Career Program Manager for CP 11 (Comptroller), CP14 (Acquisition) and CP26 (Manpower and Force Management).

#### **6-8. G9 Family and MWR Programs Directorate.**

a. Mission. The G9 provides oversight, guidance and supervision of Family and Morale, Welfare and Recreation (FMWR) staff elements responsible for Family and MWR programs, services and support. The G9 directs, coordinates, supervises and manages the planning and operations that provide operational support to Family and MWR Programs Army-wide resulting in the delivery of preeminent FMWR programs that provide Soldiers, Civilians, Retirees and their Families a quality of life commensurate with the quality of their service.

b. Organization. The G9 consists of three divisions: Soldier and Family Programs, MWR Business Operations and Non-Appropriated Funds (NAF) Support Services.

c. Lead Responsibilities. The G9 has the following main responsibilities:

(1) Serve as IMCOM staff principal for Family and MWR programs and services.

(2) Identify, plan, prepare, and recommend FMWR operating guidance, standards and procedures to the CG, IMCOM and IMCOM DCG, Support.

(3) Advise Region Directors as required on FMWR matters.

(4) Provide functional and technical assistance (reach-back capability) to assist Regions in enforcing standards and ensuring compliance.

(5) Serve as the Command's proponent for FMWR doctrine, training and professional development.

(6) Provide input and coordinate FMWR related policy.

(7) Coordinate FMWR requirements associated with IMCOM, Regions and Garrisons with ACSIM-IS.

(8) Provide senior Family and MWR staff oversight, planning and direction for Family Programs (FP); Child Youth and School Services (CYSS); Soldier and Community Recreation

Programs (CR); MWR Business Programs (BO); NAF Contracting/Construction (NCC); NAF Financial Management (FM); Army and Recreational lodging and Hospitality services across the spectrum of war fighter and family program support.

(9) Formulate and develop procedural guidance, establish quality control mechanisms, and acquire resources for garrison Army Community Service (ACS) programs, Army National Guard (ARNG) and US Army Reserve (USAR) Family Programs that strengthen the fundamental quality of life of Soldiers and Families and their preparedness to perform and support the Army's mission.

(10) Formulate policy, develop procedural guidance, establish quality control mechanisms, and acquire resources for installation Army Child, Youth and School Services (CYS) programs that reduce the conflict between military mission requirements and parental responsibilities.

(11) Provide "First-Choice" recreation programs which enhance readiness and well-being. Develop, implement, and monitor plans and programs by providing support for activities that increase the effectiveness of the Army by maintaining high morale, mental and physical fitness of Soldiers, their Families, civilian employees, retirees, and other authorized patrons in support of Army readiness, while in garrison and during contingency/mobilization operations. Manage and support the World Class Athlete Program and the Army Entertainment Detachment.

(12) Exercise staff supervision over FMWR elements and Soldiers attached or OPCON to the command (i.e. Soldier Show, Operation Rising Star, USA Express, etc.).

(13) Provide management and oversight of Army Lodging, Business Programs, Facility Management Programs and Armed Forces Recreation Center (AFRC) worldwide operations through direction and leadership focused on key business processes, strategic planning, and support that provide service members, their Families, and other supporters of America's Defense Force with affordable and customer-focused programs while ensuring the programs profitability and operational self-sufficiency for the funding of capital projects and Army-wide MWR programs and services.

(14) Operate Armed Forces Recreation Centers. Provide quality, wholesome, affordable, Family-oriented vacation recreation opportunities to authorized patrons (including official travelers) of the Total Defense Force. AFRCs support readiness, retention and well-being objectives. Ensure AFRCs employ best business practices to operate in a financially self-sufficient manner (funding operating expenses, debt service and capital reinvestment requirement) and are prepared to execute contingency support operations as directed by appropriate Commanders.

(15) Develop policies, initiatives, and program management for the Army Lodging Program to ensure quality lodging and hospitality services Army-wide.

(16) Operate Army Machine Recreation Programs per Congressional direction.

(17) Formulate policy, programs, guidance, and execution for MWR facility delivery, sustainment restoration and modernization of existing MWR facilities, and execution of Army Lodging, and AFRC facility construction and renovation.

(18) Provide central management and operational control of all Army NAF Contracting Offices. Provide business-oriented solutions and implement sound acquisition practices to assist in accomplishment of the MWR mission.

(19) Develop the overarching resource requirements and financial strategy (APF/NAF) for FMWR programs and service delivery. Direct financial planning, resource acquisition and execution, financial management oversight and operations for Family and Morale Welfare Recreation programs. Operate and manage Army Banking and Investment Operations, Army Risk Management Operations, Financial Accounting Services for FMWR Managed Non-Appropriated Fund operations and provide financial oversight of Army field Non-Appropriated Fund Instrumentalities (NAFI). Formulate and coordinate financial management policy for appropriated and non-appropriated fund management matters. Provide fund management for HQDA managed Non-Appropriated Fund Instrumentalities. Serve as the approval authority for individual Garrison FMWR budgets.

(20) Principle Advocate for Army NAF employee workforce (CF 51), including their professional development and career progression.

(21) Provide support to Combatant Commanders as requested.

## **6-9. Installation Support Office (ISO).**

a. Mission. The ISO serves as the liaison between the Headquarters and Garrison Command and Deputy Garrison Commander. Is responsible for providing cross-functional support to Garrisons to ensure that the coordination and synchronization efforts at the headquarters level result in proactive solutions for the Garrison.

(1) The Director serves as the CG's principal advisor on all matters of installation management and engages with Senior Commanders to solicit their input; monitor Garrison execution, provide oversight, and ensure Garrison compliance with IMCOM programs and priorities. Teach, coach, and mentors Garrison Commander and Garrison staff and supports the priorities designated by the Garrison commander and Deputy Garrison commander. Directs, supervises, integrates, and coordinates the work of the Region teams to support Garrison Commanders in the execution of their mission.

(2) The ISO Teams are the direct contact to the Garrisons and are a directly-engaged cross-functional, Garrison-focused, support element. The ISO Teams are designated to enhance synchronization of Garrison assets, anticipate and develop proactive solutions to

emerging requirements, conducts horizontal and vertical coordination with the HQ and Garrison staffs to significantly increase effectiveness, efficiencies and responsiveness to the Senior Commanders.

a. Organization. The ISO is organized with a Director and three teams.

b. Lead Responsibilities. The ISO has the following lead responsibilities:

(1) Serve as a communications conduit to convey IMCOM HQ plans and initiatives to the Garrison and the senior commander, and vice versa.

(2) Anticipate problems and manage resolutions, at the lowest level possible, through completion.

(3) Advocate and articulate senior commander and Garrison requirements. Facilitates resourcing and other requirements when necessary.

## **Chapter 7 Regions**

### **7-1. Regions.**

IMCOM has four geographically-based Region headquarters that are structured to facilitate and monitor Garrisons assigned to respective Regions: Atlantic, Central, Europe, and Pacific.

### **7-2. Region Director.**

b. Mission. Teach, coach, and mentor Garrison staff; engage Senior Commanders and solicit their input; monitor Garrison execution, provide oversight, and ensure Garrison compliance with IMCOM programs and priorities. Region Directors serve as the CG's principal advisors on all matters of installation management within their Region. The IMCOM Region Directors provide real-time guidance, and assistance to U.S. Army Garrisons located within their Regions. Ensure the delivery of services to the IMCOM directed capability levels.

c. Organization. The office of a Region Director consists of a deputy Region director, executive officer, chief of staff, CSM and a support staff.

d. Lead Responsibilities. The Regional director has the following lead responsibilities:

(1) Teach, coach, and mentor Garrison Commander and Garrison staff; engage Senior Commanders and solicit their input; monitor Garrison execution, provide oversight, and ensure Garrison compliance of IMCOM programs and priorities.

(2) Direct, supervise, integrate, and coordinate the work of the Region staff to support Garrison commanders in the execution of their mission.

- (3) Enforce Army standards at Garrisons and seek Region efficiencies in all operations.
- (4) Develop leaders and ensure professional development opportunities.
- (5) Oversee one of four geographically-based IMCOM Region headquarters: Atlantic, Central, Europe, and Pacific Region.
- (6) Rate the Garrison commanders and exercise supervision of Garrisons within the Region Director's areas of responsibility.

### **7-3. Region Management Support Office (MSO)**

- a. Mission: Support IMCOM by supporting and managing the administrative needs of the command.
- b. Organization: The MSO functions are in support of region operational purview.
- c. Lead Responsibilities. MSO has the following lead responsibilities:
  - (1) Conduct Newcomer's orientation.
  - (2) Serve as administrative support to the Command Group.
  - (3) Manage Command Leadership Board.
  - (4) Perform official mail/distribution.
  - (5) Report assigned personnel using CITRIX/PERSTAT.
  - (6) Maintain seating charts and telephone directory.
  - (7) Distribute command directed information to all regional personnel.
  - (8) Develop and implement policies supporting transition and retirement services.

### **7-4. Region Office of the Inspector General (IG).**

- a. Mission. The IG serves as the principal advisor to the director to ensure the development of values-based policies, procedures, and programs for thorough, objective, and impartial inspections, assessments, assistance, and investigations designed to inform and assist Region Director and coordinating staff. The IG assesses and reports on the state of efficiency, economy, discipline, morale, training, and readiness of IMCOM.
- b. Organization. The Region IG consists of a single office with a support staff.

c. Lead Responsibilities. The IG has the following lead responsibilities:

(1) Monitor the collection, analysis, and maintenance assistance, inquiries, and investigation case data and inspection results. Facilitate training, as needed, on Army systems, processes and procedures to include Army inspections. Perform follow-up inspections.

(2) Serve as the principal advisor to Region staff on command issues and inspection policies. Advise the director on the effectiveness of the Organizational Inspection Program (OIP).

(3) Coordinate required IG actions with other appropriate IMCOM IG staff.

#### **7-5. Region Chaplain Office.**

a. Mission. The Region Chaplain Office serves as the principal advisor to the Region Director to ensure the free exercise of religion IAW Title 10, United States Code. This office also provides oversight of the implementation of all religious support plans, programs, policies, and the Command Master Religious Plan. The Region Chaplain Office ensures comprehensive religious support for Soldiers, Soldier families, and all authorized personnel through the full spectrum of military operations.

b. Organization. The Region Chaplain Office consists of the Region Chaplain with a support staff of a Director of Religious Education, CTOF Budget Analyst, and an NCOIC. The IMCOM-E will have additional support staff due to their additional responsibilities of a consolidated CTOF and DRE functions at the Region.

c. Lead Responsibilities. The Region Chaplain Office has the following lead responsibilities:

(1) Ensure Title 10 religious support on behalf of the Commander for the Soldiers, their Family members, and authorized civilians of the Region.

(2) Advises the Region Director and staff on all religious, ethical and moral support matters and actions related to Soldier morale and free exercise of religion.

(3) Advise the Region Director on all Garrison religious support resource management and performance metric processes.

(4) Ensure the IMCOM Religious Support Team training, mentoring, and professional development within the region, and supervise, coordinate, and review IMCOM Religious Support Team resource allocations and force structure in the Region.

(5) Oversee, evaluate and conduct annual statistical analysis of a Garrison religious education and religious formation programs and events.

(6) Maintain highest level of child protection by ensuring compliance with Chapel Volunteer Management System background checks, files maintenance, and reporting requirements.

(7) Ensure the progress and completion of Directors of Religious Education Continuing Education Units (CEUs) to ensure all maintain their required certification.

(8) Teach, coach, and mentor all Garrison Directors of Religious Education.

(9) Review all Garrison Religious Support Contracts for Religious Education Contractors, Youth Contractors, Parish Coordinators, and other support staff for compliance with AR 165-1.

(10) Supervise and inspect Installation Chapel Tithes and Offerings Fund management and operations.

(11) Assist Religious Support Operations (RSO) facility construction, renovation, and refurbishment projects.

(12) Supervise distinctive faith group leaders, contracts, grants, force structure, mobilization, and assignment issues. Supervise, coordinate, and review mobilization planning and support for Active and Reserve Component Religious Support Teams assigned in the Region.

(13) Provide technical guidance, mentoring, and assistance to all Installation Chaplains and their staffs. Provide pastoral care to Region personnel and support the host installation's Area Religious Coverage Plan.

(14) Ensure that all Installation Chaplain Ministry Teams comply with the Chief of Chaplains' Strategic Plan for Ministry and Installation Management Campaign Plan. Monitor compliance of Installation Ministry Teams with all applicable Operations Orders.

(15) Oversee base operations (BASOPS) and assist Religious Support Operations (RSO), religious facility construction, renovation and refurbishment projects, and manage priorities for the Chief of Chaplains' matching funds program.

(16) Monitor and recommend changes in chaplain and chaplain assistant force structure with coordination at Region, IMCOM, and HQDA.

Note: The majority of functions will be moved and become the responsibility of the IMCOM Chaplain Office when the CONUS Region Chaplain Office closes on 1 October 2013. Direct religious support to any CONUS Regions assets remaining will be provided by the Installation Chaplain Office based upon Garrison location.

## **7-6. Region Safety and Occupational Health Office.**

a. Mission. The Region Safety and Occupational Health Office serve as the principal advisor to the Region director to ensure that installation safety and occupational health program management is IAW IMCOM, Army, and DOD policies and directives, Occupational Safety and Health Act (OSHA) and other Federal laws. The Region Safety and Occupational Health Office ensure IMCOM compliance with federal regulations for effective safety and occupational health management.

b. Organization. The Region Safety and Occupational Health Office consist of a single office with a support staff.

c. Lead Responsibilities. The Region Safety Office has the following lead responsibilities:

(1) Advocate adequate budget requirements, staffing, and support of installation safety programs including abatement of hazards, mitigation of risks, and compliance with statutory and regulatory requirements.

(2) Evaluate installation safety and occupational health program management and provide liaison for addressing ACOM and ASCC mission issues.

(3) In CONUS, coordinate with federal agencies such as Occupational Safety and Health Administration (OSHA), Department of Transportation (DOT), National Research Council (NRC), EPA, etc., on Region safety and occupational health issues. OCONUS coordinate with host nation (HN) agencies on Region safety and occupational health issues. Coordinate with MEDCOM and the U.S. Army Public Health Command on occupational health issues and support services.

(4) Oversee and support execution of DOD and Army safety programs courses and analyze Region accident data to develop counter measures.

(5) Serve as the Region's CP-12 Career Program Manager for all CP-12 Careerists working in IMCOM activities within their respective Region. Assist careerist in the development of Individual Development Plans.

(6) Serve as the evaluator of the safety portion of the Installation Status Report (ISR).

(7) Assist Installations in developing, updating, and maintaining safety Common Levels of Support (CLS) for installation tenants/customers.

(8) Support human resources Federal Employee Compensation Act (FECA) case management by reviewing occupational injury and illness claims.



(9) Support engineer projects by reviewing MILCON and other construction, maintenance, and repair plans to ensure integration of safety requirements.

(10) Support emergency operations center activities.

(11) Assist and support the installations with the Army Traffic Safety Training Program (ATSTP), as required.

#### **7-7. Region Office of Staff Judge Advocate (OSJA).**

a. Mission. The Region Legal Counsel serves as the principal advisor to the director for administrative and civil law support. The Region Legal Counsel provides guidance and oversight for legal matters within the Region specifically dealing with installation law, environmental law, labor and employment law, and fiscal law.

b. Organization. The Region Legal Counsel consists of a single office with a support staff.

c. Lead Responsibilities. The Region Legal Counsel has the following lead responsibilities:

(1) Provide support, guidance, and oversight to the Region director and staff for legal matters within the Region specifically involving installation law, environmental law, labor and employment law, and fiscal law, including EEO and standard legal staff responsibilities such as FOIA request reviews and running the command ethics program (training, reporting, ethics opinions, etc.).

(2) Provide legal advice to the director and Region staff on Military law (DOD directives, DA regulations, and agency regulations); Domestic law (U.S. statutes, federal regulations, and state and local laws); foreign law, status-of-forces agreements, international law (where appropriate); and environmental laws and treaties.

(3) Advise functional counterparts at Installation Consolidated Legal Offices (ILO/CLO) on administrative law matters, claims, contract law, criminal law, international law (where appropriate), and environmental law matters, as needed. Coordinate issues with enterprise applicability with IMCOM OSJA. Regularly advise IMCOM OSJA of the nature/scope/status of legal issues arising within the Region.

(4) Coordinate, as required, with the Army Contract Agency on the legal aspects of contracting policies and execution of non-standard local contracts.

#### **7-8. Region Public Affairs Office (PAO).**

a. Mission. PAO Serves as principal advisor to the CG, IMCOM and HQ staff in execution of Title 10 public affairs responsibilities. Public Affairs support CG's themes and messages by distributing information products at high frequency across multiple media.

b. Organization. The Public Affairs Office consists of two branches: Command Information and Plans and Outreach. The office also includes public affairs staff of the U.S. Army Environmental Command (USAEC) and is responsible for executing communication support to the Assistant Chief of Staff for Installation Management (ACSIM).

c. Command Information (CI) Branch has the following lead responsibilities:

(1) Responsible for Public Affairs Information Products: news articles, feature stories, news photographs for use on Social Media, the Army Knowledge Portal (AKO) and in garrison command information efforts, etc.

(2) Plan, edit, design and publish the Journal of Installation Management (IMCOM Journal).

(3) Manage and distribute web content for the command, to include command web sites, command social media and other emerging technologies.

(4) Maintain the photo and video news capability for the command and produce command videos and other multimedia products highlighting the Installation Management Community (IMC) mission.

#### **7-9. Region Internal Review (IR) Office.**

a. Mission. The IR serves as the principal advisor to the director on all audit-related matters, providing external audit and internal analytical information related to efficiency of operations, stewardship of resources, discretionary spending authority, and adequacy of management controls. The Region IR monitors audit-related matters to ensure efficiency of operations, stewardship of resources, discretionary spending authority, and adequacy of management controls.

b. Organization. The Region IR consists of a single office with a support staff.

c. Lead Responsibilities. The Region IR has the following lead responsibilities:

(1) Advise the director and staff on all audit-related matters, providing external audit and internal analytical information related to efficiency of operations, stewardship of resources, discretionary spending authority, and adequacy of management controls.

(2) Provide oversight of installation IR offices, serve as liaison with all external auditors visiting the Region, and coordinate with the installation IR offices concerning external auditors visiting the installation.

(3) Prepare replies to external audit recommendations, perform follow-up on all external audit recommendations to ensure the approved corrective actions are taken, and validate projected savings reported in external audit reports.

(4) Perform audits and special investigations, including AR 15-6 and Anti-deficiency Act violation investigations in compliance with established standards.

d. Plans and Outreach Branch has the following lead responsibilities:

(1) Writes, coordinates and distributes Public Affairs Guidance to sub commands and garrison public affairs offices.

(2) Serves as the initial media relations point of contact for the command and executes media training for executives and staff officers.

(3) Collaborates with ACOMs and DRUs to build information campaigns in support of routine Army observances and activities.

(4) Executes local community relations and oversees command community relations policy.

(5) Collaborates with IMCOM G5 Plans and IMCOM G8 Manpower and Budget sections to facilitate garrison public affairs programs and policy (Garrison PAO budget review, editorial calendar synchronization, resource management issues affecting public affairs community, etc.).

(6) Serves as the IMCOM career program manager for all IMCOM civilian employees assigned to the Public Affairs and Communications Media career program (CP) 22.

#### **7-10. Region Equal Employment Opportunity (EEO) Office.**

a. Mission. The EEO serves as the principal advisor to the director to coordinate matters concerning equal employment opportunities for Region civilian employees and Soldiers for the active prevention of employment discrimination and sexual harassment. The Region EEO pursues the active prevention of employment discrimination and sexual harassment to ensure the fair employment opportunities exist for Soldiers and civilians.

b. Organization. The Region EEO consists of a single office with a support staff.

c. Lead Responsibilities. The Region EEO has the following lead responsibilities:

(1) Provide sufficient resources to installation EEO offices to ensure efficient and successful operation.

(2) Ensure the prompt, fair, and impartial processing of complaints in accordance with AR 690-600 and the instructions contained in the EO/EEO Commission's Management Directive 110 and EEOC Management Directive 715.

(3) Coordinate and develop EEO training for managers, supervisors, and employees through workshops and seminars on various program topics such as cultural diversity, sexual harassment, complaints resolutions, and other EO/EEO related subjects. Participate in the training of employees and supervisors.

(4) Conduct staff assistance visits to ensure program compliance with EEOC, DA and federal EEO laws and regulations. Evaluate complaints process to determine effectiveness, trends and identify problem areas that require intervention into management practices. Provide technical, authoritative advice to senior staff managers, supervisors, employees, representatives, attorneys, labor counselors, union officials, congressional liaisons, and special interest groups concerning complaint status, resolution, and rights under the EEO process.

(5) Review, evaluate, and control managerial and supervisory performance in such a manner as to ensure a continuing affirmative application and vigorous enforcement of the policy of equal opportunity, and provides orientation, training, and advice to managers and supervisors to ensure their understanding and implementation of the EEO policy and program.

(6) Direct internal reviews of the complaint process to ensure complaints are processed timely and within the purview of EEO regulations. Coordinate with legal, personnel, and the command staff level officials throughout the DA to ensure on-site support is provided. Provide sound recommendations to installation EEO Officers on processing venue and acceptance/dismissal of the complaint. Ensure that innovative approaches and methods are being applied to resolve complex and controversial types of complaints. Maintain an advisory relationship with all serviced components to assist them in rectifying discriminatory policies, procedures or practices.

(7) Manage the recruitment and selection process to select collateral duty installation EEO Counselors. Approve the appointment of counselors and ensure that counselors receive appropriate training to provide the necessary knowledge and skill to counsel employees and others on the EEO complaint process.

(8) Ensure each installation implements or makes available an alternative dispute resolution program; such a program must be available for both the pre-complaint and formal complaint processes.

(9) Prepare the EEOC 462 year-end report and Congressional No-FEAR Act quarterly on the detailed status of complaints for all installations within the Region.

(10) Coordinate and review all installation Inter-service Support Agreements (ISSAs) for EEO services with Non-Army tenants and off-installation Army activities.

#### **7-11. Region Installation Support Team (RIST).**

a. Mission. The RIST works the priorities designated by Region Director, deputy Region director or the Garrison commander and Deputy Garrison commander. The RIST is responsible for providing cross-functional support to Garrisons to ensure that the coordination and synchronization efforts at the Region level result in proactive solutions for the Garrisons. The RIST is a directly-engaged, cross-functional, Garrison-focused support element within the Region, designed to enhance synchronization of Region assets, anticipate and develop proactive solutions to emergent requirements, coordinate issues at the lowest level possible, and significantly increase Region responsiveness and support to the Senior Commanders.

b. Organization. A Region may have three to seven RISTs with no support staff.

c. Lead Responsibilities. The RIST has the following lead responsibilities:

(1) Joint Base Management: Perform Intermediate Command Summit Functions for joint bases where the Army is the Supporting Component or the Supported Component. Assist in issue resolution. Protect Army equities. Ensure Soldiers and families receive the same level of support at a Joint Base that they would receive at an Army installation. AMC Special Installation Management: Develop, coordinate, and facilitate IMCOM's assumption of responsibility for installation management functions (real property and BASEOPS services) of ACM installation. Resolve Joint Base Subjective Performance Assessments issues reported to OSD as raised by Senior Mission Commanders at Army led Joint Bases.

(2) Anticipate problems and manage resolutions, at the lowest level possible, through completion.

(3) Advocate and articulate senior commander and Garrison requirements. Facilitate resourcing and other requirements when necessary.

(4) Serve as a communications conduit to convey Region and IMCOM plans and initiatives to the Garrison and the senior commander, and vice versa.

#### **7-12. Region Human Resource Division (HRD).**

The Region HRD is responsible to teach, coach and mentor garrison staff, monitor execution, provide oversight and ensure compliance by garrisons of specified HR programs. The region HRD ensures that garrison HR officials are advised on the implementation of personnel programs, policies, and procedures that provide support to military and civilian personnel services; support the wellbeing of Soldiers, Families, and Civilians; and promote the effectiveness of the command's civilian and military workforce.

### **7-13. Region Operations Division.**

a. Mission: The Region Operations Division provides support, oversight, guidance, and technical assistance to Region installations over the full spectrum of IMCOM operations: Current Operations; Mobilization, Deployment, Redeployment and Demobilization Support; Training Management (SRP, TSCs, VCSCs and TADDs); ITAM; Army Force Generation (ARFORGEN) cycle management; Training Ammunition Airfield Management; Mission Support to Reserve Components, Civil Authorities and other agencies; Law Enforcement, Physical Security, Personnel Security, Industrial Security, Information Security, and Operational Security; Anti-Terrorism and Force Protection Planning; Garrison Support of Mission Surety functions; CBRNE, Fire Protection, and Protective Services Planning. The staff of the Region Operations Division assists the Region Director by providing coaching, teaching, and mentoring of Garrison DPTMS' and DES' and their staffs, monitoring Garrison execution of resources in operations and protective services functions, and by providing oversight and monitoring compliance by Garrisons within these functions. These responsibilities are organized into the following functional areas: Current Operations, Training and Mission Support, Protective Services, and Security and Intelligence. In OCONUS/IMCOM-E Europe, responsibility for the Fire Protection and Protective Services resides in the Public Works Division, Operations and Maintenance Branch.

b. Organization. The Region Operations Division consists of three branches: Current Operations, Plans and Mobilization; Training, Airfields, and Mission Support, and Protective Services.

c. Lead Responsibilities. The Region Operations Division has the following lead responsibilities:

(1) Operate and maintain the Region Emergency Operations Center with connectivity (Secure Internet Protocol Router [SIPR], Non-Secure Internet Protocol Router [NIPR], Global Command and Control System [GCCS], fax, Center and satellite communications) for 24/7 incident response with the Installation Operation Centers (IOCs).

(2) Consolidate and confirm all Serious Incident Reports (SIRs) and Situation Reports (SITREPs) from the installations and report those required to the IMCOM Operations Division IAW the IMCOM SIR SOP.

(3) Provide oversight, assistance, and guidance to installations regarding Training and Mission Support functions such as Army Airfields (AAF) management, and training management.

(4) Monitor the implementation of IMCOM policies as they pertain to all aspects of operations.

(5) Coordinate Base Support mission support to civil authorities, the Reserve component, and other agencies.

(6) Monitor and support mobilization, demobilization, deployment and redeployment at installations. Coordinate with Continental United States Armies (CONUSAs), other ACOMs, and installations as necessary to identify and resolve issues.

(7) Facilitate communications and coordination between the IMCOM proponents for emergency services and the Garrison. Emergency services include law enforcement, physical security, anti-terrorism, CBRNE, and fire and emergency.

(8) Oversee installation exercise programs and installation emergency service plans, programs, budget, inspections, and operations; provide assistance as required, and enforce compliance with regulatory guidance.

(9) Facilitate coordination between the IMCOM proponent for security and intelligence and the Garrison. Security and Intelligence include information security, personnel security, and industrial security.

(10) Oversee security and intelligence plans, programs, budget, and operations; provide assistance as required, conduct inspections, enforce compliance with regulatory guidance, and maintain records and documentation.

#### **7-14. Region Analysis and Integration Division.**

a. Mission: The Region Analysis and Integration Division provide input on standards, installation-unique requirements, and trade-off decisions to the IMCOM planning staff. Teach, coach, and mentor Garrison staffs on applicable programs and processes.

b. Organization. The Region Analysis and Integration Division consist of two branches: Performance Management, and Business Transformation.

c. The Region Analysis and Integration Division has the following lead responsibilities:

(1) Monitor, assist, and ensure Garrison compliance to implement the Installation Management Campaign Plan (IMCP) and facilitate the development of comprehensive and integrated action plans for Region-wide purposes and deployment throughout Garrisons while ensuring that customer (ACOM and stakeholders) requirements are incorporated into the Region and Garrison planning processes. Provide policy guidance interpretation, program evaluation, and technical assistance concerning the standardization of business processes, instilling a cost/quality culture for continuous improvement and organization restructuring initiatives for IMCOM.

(2) Provide oversight and analyze AR 5-10 Stationing Packets, ASIP and other areas in support of the Region director.

(3) Monitor Garrison service execution, provide oversight and ensure delivery of services to IMCOM directed capability levels. Provide input on standards, installation unique requirements, and trade-off decisions to the IMCOM planning staff. Manage IMCOM Region processes by ensuring Garrison execution of standards (performance metrics, resource expenditures, surveys, etc). Evaluate the cost and quality of providing services at Army Installations worldwide. Assess Installation service quality, cost to provide the service, and conditions of Installation worldwide.

(4) Participate and advise in IMCOM organizational analysis, realignment, and reduction actions, and support planning for the IMCOM HQ standardization of the installation structure within the Region.

(5) Provide oversight, and ensure Garrison compliance to participate in the Army Communities of Excellence program. Coach, teach, and mentor Garrison staff to improve installation ACOE submissions.

(6) Provide oversight, and ensure Garrison compliance to participate in the Lean Six Sigma (LSS) program and implementation of IMCOM directed enterprise replication projects. Coach, teach, and mentor Garrison to conduct continuous process improvement improving the overall installation effectiveness.

(7) Provide oversight, and ensure Garrisons participate in the Installation Strategic Sustainability Program (ISSP) to integrate and embed the IMCP lines of effort (LOE) into the Garrison's long range plans. Coach, teach, and mentor Garrison staff to recognize and balance the ISSP triple-bottom line: Mission, Community and Environment. Provide oversight and compliance to ensure Garrisons conduct two Installation Planning Boards per year and have viable action plans to address Garrison shortfalls.

(8) Provide oversight, and ensure Garrison compliance to ensure the integration of Customer Relationship Management (CRM) into the Garrison decision making considerations.

(9) Provide oversight for all special projects to include Cost Benefits Analysis (CBA) and not limited to only concept plan development and execution.

## **7-15. Region Logistics Division.**

a. Mission: The Region Logistics Division provides support, oversight, guidance, and technical assistance to Region installations over the full spectrum of IMCOM logistics in the following functional areas: Logistics Integration, Supply and Maintenance, and Transportation and Services.



b. Organization. The Region Logistics Division consists of three branches: Logistics Integration, Maintenance and Supply, and Transportation Services.

c. Lead Responsibilities. The Region Logistics Division has the following lead responsibilities:

(1) Provide logistics support and oversight to Power Projection Platforms (PPPs), Power Support Platforms (PSPs), and other installations/facilities/operations in support of deployments/ redeployments and mobilizations/ demobilizations.

(2) Serve as the business process manager for Logistics, and provide staff supervision, policy guidance interpretation, program evaluation, and technical assistance concerning logistics programs and systems to Region installations.

(3) Serve as the proponent for Installation Equipment Management Programs to include authorization, acquisition, replacement, utilization, repair, redistribution, and sustainment.

(4) Provide oversight of supply support operations, property book management, asset performance reporting, Central Issue Facilities, ammunition supply services, and serve as commissary liaison. Serve as a business process manager for installation logistics automated systems in use at the installation level.

(5) Monitor food program operations, laundry and dry cleaning, Troop Issue Subsistence Activities, dining facility support, and transportation services to include planning and support for military exercises and national contingencies, household goods, personal property and cargo shipment and storage, motor pool commercial (CTO) and installation (ITO) travel office services, and non-tactical vehicle support.

(6) Perform overall planning for the logistics division by analyzing mission assignments, establishing program objectives, and developing current and long-range plans for accomplishment of assigned functions.

(7) Coordinate, develop, review, submit, and provide oversight of all Region logistics budgeting and programming requirements.

(8) Manage all allocated funds in coordination with Region Resource Management Division.

(9) Serve as the Region proponent for Installation Equipment Management Programs, ammunition operations, retail supply support operations, property book accountability, and materiel maintenance operations.

(10) Monitor, in the Pacific Region, the Army non-tactical Vehicle License Plate Program for commercially-leased and Army-owned vehicles and the IMCOM rail operations management mission.

(11) Provide oversight, in the Europe Region, for disposal of abandoned Government-sponsored property.

#### **7-16. Region Public Works Division.**

a. Mission: The Region Public Works (PW) Division provides support, oversight, guidance, and technical assistance to Region installations over the full spectrum of IMCOM public works activities in the following functional areas: Operations, Maintenance, and Minor Construction Branch; Master Planning Branch; Environmental and Natural Resources Branch; and Business and Housing Management Branch. The Region Public Works (PW) Division provides support, oversight, guidance, and technical assistance while teaching, coaching and mentoring and ensuring compliance while monitoring execution of Region installations over the full spectrum of IMCOM public works activities in PW Operations & Maintenance, Minor Construction; Master Planning, MILCON Programming and execution, Real Property and Real Estate Management; PW Business Operations; Energy and Utilities Management and conservation; and Housing Management.

b. Organization. The Region PW Division consists of four branches: Operations/Maintenance, Master Planning, Environmental, and Business Management.

c. Lead Responsibilities. The Region PW Division has the following lead responsibilities:

(1) Develop and manage (i.e., monitor, direct, advise, grant/seek waivers, promote compliance, analyze, and submit reports). Evaluate and provide guidance on all PW programs to include utility, operation, maintenance/repair, supply, resource management, Army Family Housing Construction (AFHC), Unspecified Minor MCA (UMMCA), Energy Conservation Investment Program (ECIP), Army Energy Conservation (AEC) Program, privatization, custodial, and commercial activities. Provide Support, Oversight, and monitor execution on all PW programs to include, MILCON programming and execution, Energy Conservation Investment Program (ECIP), LEED construction, SRM project management and work classification, Laboratory Revitalization, Furniture Fixtures and Equipment project Tail Mgt, Sustainable Design, Area Development Plans, Standard Designs, RPLANS, GIS, BIM, and Real Property Master Plans.

(2) Provide overall management and procedural guidance for public works projects and utility engineering services in Sustainment, Restoration and Modernization (SRM) and Base Operations Services (BOS). Provide Support, Oversight, and monitor execution on all PW programs to include, Public Works BOS services of Custodial, grounds maintenance, solid waste management, recycling, pest management, PWS review, Storm Damage recovery,

utilities conservation and renewable energy planning, annual energy and waste reporting, Water and Energy Plans reviews.

(3) Develop and manage master planning, engineering, construction programs for facilities, grounds, pavements, railroads, airfields, and real estate/real property, and develop concepts, plans, and policies for PW support. Provide Support, Oversight, and monitor execution on all PW programs to include, All family housing, GFOQ support and barracks programs, all real property and real estate transactions and PW automation, modeling, resource management systems, PW contracting, Annual Work Planning, and PW resource management and planning.

(4) Manage environmental programs in support of the Army's environmental strategy for pollution prevention, compliance, restoration and conservation. Interpret and supplement, as required, IMCOM policy and implement environmental policy and guidance necessary to meet U.S. and/or HN requirements as incorporated into the Final Governing Standards (FGS).

(5) Provide technical assistance and seek efficiencies through understanding of the environmental effects of mission and Garrison activities.

(6) Provide program management/coordination to installations on natural and cultural resources to include Alternate Procedures, historic preservation, archeological surveys, environmental compliance, and coordination with SHPO and Advisory Council.

(7) Manage OCONUS schedules and conduct external Environmental Performance Assessment System (EPAS) assessments, oversee the preparation and completion of the assessment reports and associated submittals, and provide AEC with copies of the completed assessment reports.

(8) Provide support to the Logistics Division for management of the Hazardous Substance Management System (HSMS) and Hazardous Materials Management Program. (HMMP).

(9) Provide pest management program oversight, in OCONUS (Europe and Korea) to include review and approval of IPMP at Region level, and implement remediation program(s) IAW DODI 4715.8 and/or international agreement.

(10) Operate the General Flag Officer Quarters (GFOQ) Executive Management Office, in Northeast Region only, which includes directly managing GFOQ, furnishings/appliances, and executing budgets and inspections.

#### **7-17. Region Information Management Office (IMO).**

a. Mission: The Information Management Office (IMO) was established to fill a critical shortfall in management of IT support for the Region as required in AR 25-1 Army Knowledge and Information Technology and AR 25-2 Information Assurance. Information Management

Office is responsible for all Region Information Technology (IT) systems to including PC lifecycle management, and C4IM Liaison functions with local Network Enterprise Center (NEC) services.

b. Organization. The Region IMO staff performs management oversight, advice, planning and funding coordination of all information management and technology (business and mission) for the Region. They are the liaison to NETCOM via the appropriate Signal Brigade.

c. Lead Responsibilities. The Region IMO has the following lead responsibilities:

(1) IT PLANNING: IT Service Level Management, End User Device, Life Cycle Planning / Procurement and New Equipment Fielding.

(2) INFORMATION ASSURANCE: Security Services and Incident Response, and Information Assurance officer roles and responsibilities.

(3) AUTOMATION SUPPORT: Interface to the supporting DOIM on C4IM service issues and Knowledge Management support.

#### **7-18. Region Resource Management Division (RMD).**

a. Mission: The RMD provides support, oversight, guidance, and technical assistance to Region installations over the full spectrum of IMCOM resource management activities in the following functional areas: Budget Integration, Manpower, Equipment and Force Analysis, and Managerial Accounting.

b. Organization. The RMD consists of three branches: Budget Integration, Manpower, Equipment and Force Analysis, and Managerial Accounting.

c. Lead Responsibilities. The RMD has the following lead responsibilities:

(1) Serve as the Government Purchase Card (GPC) Program Coordinator for Regions and establishes funding ceilings for GPC holders. Coordinate with appropriate Region ACA on all GPC problems and troubleshoots Customer Automated Reporting Environment (CARE) rejections.

(2) Serve as the Defense Civilian Personnel System (DCPS) coordinator, acting as the Liaison between Contract Service Representatives and Time & Attendance clerks (T&As).

(3) Serve as Lead Defense Travel Administrator and manage the Travel Card Program.

(4) Perform in-depth analyses on program year, current year and historical installation execution data. Assess installation requirements.

(5) Review, analyze and validate installation/Garrison manpower utilization.

(6) Coordinate with the Region HR Division on manpower aspects of major personnel transfers/actions.

(7) The support agreement specialist keeps Garrison support agreement managers within the Region informed of DOD, Army and IMCOM policies and procedures and assists in resolving issues related to MOUs, MOAs, and support agreements.

(8) Internal control: Teach, coach, and mentor Garrison staff; monitor Garrison execution, provide oversight, and ensure Garrison compliance of IMCOM programs and priorities.

(9) Manage budget development and execution for Region and assigned Garrisons. Manage dollar and manpower resources by ensuring they are accounted for and expended in compliance with statutory, regulatory and policy requirements.

(10) Administer the formulation, analysis and preparation of Program submissions and budgets, execute Region HQ budget, and provide reports as they pertain to budget integration. Monitor Annual Funding Program (AFP), allocation, and execution. Ensure that expenditures do not exceed funds. Address funding shortages to management and HQ IMCOM.

(11) Manage the Service Contract Requests, Commercial Services Management (A-76), Sourcing/In-sourcing Evaluation and Planning.

(12) Manage the Region Services and Infrastructure Enterprise Contract Management Program (SIECMP), holding quarterly review boards.

(13) Monitor Manpower management functions and train/assist Garrisons in manpower functions. Provide/Monitor manpower execution; track on-board strength, and assist Garrisons in updating manning documents.

(14) Provide direct and indirect resource management support to Region staff personnel and work continuously with DFAS in processing MIPRs, cost transfers, and IMPAC purchases. Identify, research, and correct duplicate obligations, Un-liquidated Obligations (ULOs)/Negative Un-liquidated Obligations (NULOs), and other erroneous transactions.

(15) Monitor Program/execution data by Garrison, program element, MDEP, object class and functional cost account.

(16) Provide timely information to HQ IMCOM, DFAS, process owners within the Region, and Garrisons to ensure compliance with fiscal and budget statutory, regulatory, and policy requirements.

#### **7-19. Region Family and Morale Welfare Recreation (FMWR) Division.**

a. Mission: The Region FMWR division provides support, oversight, guidance, and technical assistance to Region installations over the full spectrum of FMWR activities in the following

functional areas: Army Community Services (ACS), Child, Youth and School Services (CYSS), Business, Recreation, and Non-Appropriated Funds (NAF) Resource Management.

b. Organization. The Region FMWR Division consists of the Office of the FMWR Division Chief, a support staff, and five branches: ACS, CYS, Business, Recreation, and (NAF) Support Services.

c. Lead Responsibilities. The Region FMWR Division has the following lead responsibilities:

(1) Provide oversight of FMWR and Family programs and Army lodging program management within Regions. This oversight includes, but is not limited to, the functions of MWR strategic business planning, resource planning, programming, budgeting, execution and the construction program.

(2) Provide financial and management guidance to installations in business, recreational, and Family programs. Maintain oversight of the Installation FMWR financial management and manage the Region FMWR Single Fund.

(3) Administer the distribution of Active Army/Army Reserve Component authorized unit dividends.

(4) Coordinate activities of the FMWR Board of Directors (BOD) within Region, with the IMCOM central office and with the U.S. Army Community and Family Support Center. Serve as the Region representative for FMWR affairs to the boards and special committees of the IMCOM and Community and Family Support center.

(5) Monitor all installation FMWR operations and ensure adherence to applicable laws, Executive Orders and DOD/HQDA/IMCOM/CFSC policies and regulations.

(6) Serve as the liaison to the Army and Air Force Exchange Service and the Defense Commissary Agency, providing advice and assistance on all Region Exchange and Commissary matters

(7) Plan, allocate, and account for all resources that are provided to support the installation FMWR programs in the Regions. Develop Region policies and guidelines to ensure FMWR programs, such as CYSS and ASC, function within operational standards, and in accordance with Army regulations.

(8) Monitor the execution of business programs and perform special studies designed to improve installation business operations. Conduct annual program reviews, customer satisfaction surveys, and annual updates of Business Plans for Golf, Bowling, and Club Operations.

(9) Manage installation recreation programs and activities that enhance morale, unit esprit de corps, and contribute to mental and physical wellbeing of the military community served.

(10) Assist and advise installation activity managers regarding program development, trends, patterns and expected accomplishments.

(11) Review program guidance and policy developed at HQDA to assess impacts on Regions and provide appropriate coordination.

(12) Approve installation recreation activity budgets, and monitor appropriates funds (APF) and NAF performance. Review and approve installation NAF budgets in program areas and assigned cost centers, or recommend other appropriate action. Review overall financial support (APF and NAF). Monitor APF and NAF budget and program execution and financial results.

(13) Provide input for development and use of standard designs and design guidance for facilities to support program areas.

(14) Conduct Region competitions and programs and participate in evaluation of installation and individual accomplishments as appropriate. Coordinate installation participation and assist in the development of program area workshops, institutes, conferences, meetings, and professional training, including career program management and internships.

(15) The Northwest Region FMWR Division is the lead for innovative approach to delivery of MWR and Family services and for IMCOM CYSS Accreditation Standards as part of the IMCOM Strategic Action Plan.

## **Chapter 8. Garrison Organization**

### **Section I**

#### **8-1. Installations and Garrisons.**

a. IMCOM organizes installations within each Region under the management of a Garrison to achieve efficiency and align area support responsibilities. Hence, one Garrison may have responsibility for several installations. Some Garrisons may support small communities or activities in areas where a full Garrison staff is not warranted. These Garrisons will have a tailored Standard Garrison Organization to perform the day-to-day activities on the installation, and they may be subordinate to a full-service Garrison that provides management, budgetary or planning support. Some installations may not have a Garrison commander, but rather a Department of the Army civilian designated as Garrison Manager, to perform the required duties.

b. The criteria for determining which installations will have a Garrison is defined below and is applied by the IMCOM with input from the Region Offices. In many cases, the size criteria for a Garrison will not be met by an installation; however, other critical requirements may necessitate

a stand-alone Garrison for that installation. IMCOM and its Region Offices will make these determinations. The starting point for the process outlined below is a list of installations that fall under a Region area of responsibility (AOR) and the associated population densities from the Army Stationing and Installation Plan (ASIP) database.

*Step 1:* Any installation that meets any one of the following four criteria will have a stand-alone Garrison:

- Over 3,000 military (all services and components) and over 10,000 total supported population. Total supported numbers do not include Family members or 1,500 military, plus training, troops.
- Over 20,000 total supported population. Total supported numbers do not include Family members.
- A 4-Star General works on the installation.
- Operational and mission considerations require a Garrison.

*Step 2:* Any installation that lies within a one-hour ground travel distance from a Garrison identified in step 1, or any installation that is a direct mission extension of a Garrison identified in Step 1 (e.g., Training areas) will be part of that Garrison identified in Step 1.

*Step 3:* If any of the remaining installations lie geographically within one hour of each other and collectively meet any one of the four requirements listed in Step 1, they shall, together, be considered one Garrison.

*Step 4:* All remaining installations will have a tailored Garrison Organization TDA to perform the day-to-day activities on the installation and they may be subordinate to a full-service Garrison that provides management, budgetary or planning support.

*Step 5:* Apply standards of grade to determine the Garrison Commander's rank or grade (if it is a civilian Garrison Manager).

### **c. IMCOM Title 10 Functions in Support of Combatant Commanders.**

(1) IMCOM's mission in support of war fighting is to provide equitable, effective and efficient management of Army Installations worldwide that will support mission readiness and execution, enable the well being of Soldiers, civilians and Family members, improve infrastructure, preserve the environment and provide sound stewardship of resources.

(2) IMCOM is not responsible for the management of installations in a theater of operations established for the support of war-fighting efforts or contingency operations.

## **Section II**

### **8-2. Garrison Command Relationships.**

a. Senior Commanders (SCs) and Garrison Commanders (GCs) perform specific installation management missions. On the installation, the leaders who have responsibilities for installation management services and operations include the GC, and the mission commander (i.e., either the SC or the IC, as applicable). Each contributes to the delivery of installation management



services and the quality of life on the installation. The described duties of the SC and IC are not uniform across all installations. On some installations, both SC and IC duties may be assigned to one General Officer residing on the installation, while on another installation, a general officer does not reside on the installation, so the IC duties are performed by the SC.

b. The Army Reserve is integrated within the IMCOM structure through the creation of the IMCOM-ARD and operates within IMCOM HQ both as a managing directorate and as an equivalent to an IMCOM Region. Regular meetings will be held among Regions and with IMCOM-ARD to review and refine strategic goals and objectives and performance metrics, and to revise strategic goals and objectives and performance metrics to be briefed and approved by the Chief, Army Reserve, and the ASA (I&E).

c. Army National Guard. Army National Guard installations and facilities are managed and funded separately from Transformation of Installation Management (TIM) initiatives. Army installation policies and regulations will be coordinated with the Director, Army National Guard to ensure that all organizations within the Army are fully integrated.

### **Section III**

#### **8-3. Installation and Garrison Support Offices.**

a. Garrison Mission Statement. Command, control and operate to support and enable missions and readiness of stationed units and care for people. Conduct daily operations to provide installation support to mission commanders. Maintain and improve installation services, infrastructure and environment. Plan for and, on order, conduct contingency operations. Maintain Garrison operational and situational awareness. Also maintain liaison with mission commander and leaders.

b. The Garrison Defined. The Garrison is the organizational structure that provides installation management services to the installation community and customers. A U.S. Army Garrison will be organized into Garrison management and control offices, installation support offices, and directorates. Under this organizational structure the GC has no "Special Staff" (refer to FM 100-5).

c. Garrison Management and Control Offices. The Garrison management and control offices provide services to the installation. These offices include the Resource Management Office, Administrative Office and the Plans, Analysis and Integration Office.

d. Installation Support Offices. The installation support offices are single-function offices that provide services to the installation community at large. These include the Public Affairs Office, Religious Support Office, Installation Legal Office, Internal Review and Audit Compliance Office, EEO, and Safety Office.

e. Garrison Directorates. The directorates are those organizational entities that contain a myriad of related functions, and which provide support to the entire installation community. The

directorates include the Directorate of Human Resources (DHR), the Directorate of Family, Morale, Welfare and Recreation (DFMWR), the Directorate of Logistics (DOL), the Directorate Emergency Services (DES), the Directorate of Public Works (DPW), the Directorate for Plans, Training, Mobilization & Security (DPTMS) and the Information Management Office (IMO).

f. Other Garrison Structure and Staff. The functions and services listed in this regulation may or may not be available on every installation but, when available, they will be provided by the indicated organizational entity. This document dictates Garrison organizational structure down to the division level (two command levels below the Garrison Commander). Garrison Commanders will determine organizational structure below this level, as necessary for execution of the Garrison mission. Staffing for Garrison directorates and offices will be workload-based IAW current Army policy.

#### **8-4. Garrison Management and Control Offices.**

a. Administrative Office. The administrative office performs administrative and logistics functions for the Garrison command team.

b. Resource Management Office (RMO). The RMO provides sound stewardship of financial and manpower resources. Services may include but are not limited to Installation Service Support Agreements, and cost for reimbursable services.

c. Plans, Analysis and Integration Office (PAIO). Plans, Analysis, and Integration Office is the Garrison Commander's staff element for strategic and management planning for the installation. PAIO provides oversight of assigned programs; conducts analytical reviews; monitors Army baseline standards; captures and enables implementation of best business practices; identifies, tracks, and orchestrates reporting of performance measures; and integrates and optimizes use of technology. This office is the focal point for strategy and management planning for installations.

#### **8-5. Installation Support Offices.**

a. Installation Equal Employment Office (EEO). The EEO Office implements the EEO program under Title VII of the Civil Rights Act of 1964, as amended for all Army activities on the installation. The EEO Office at the Garrison level of command is a service provider to the installation community and as such maintains equivalence with other Garrison service provider offices and directorates.

b. Installation Public Affairs Office (PAO). The PAO increases public awareness of the Army's mission, policies and programs, inspires patriotism, and fosters good relations with the various publics with which the Army comes into contact at home and abroad. Public Affairs activities generally reflect three focus areas: command information, public information, and community relations.

c. Installation Religious Support Office (RSO). The Garrison RSO provides military religious support activities for the installation to meet the religious requirements of Soldiers, Families, and authorized civilians. The Garrison UMT gives religious support in accordance with Chief of Chaplains policies and HQDA approved Common Levels of Support to—

(1) Soldiers, their Family members, and authorized civilians assigned to the Garrison (unit and distinctive faith religious support).

(2) All authorized attendees of Garrison chapel and other Garrison religious support programs (area and distinctive faith religious support).

(3) Low density faith group mission unit Soldiers and their Family members, through worship services, religious rites, and pastoral care, as applicable (distinctive faith religious support).

(4) Deploying mission unit Soldiers and their Family members under the Army Force Generation (ARFORGEN) construct, beginning 30 days prior to deployment through 90 days after redeployment (unit and distinctive faith religious support).

d. Installation Legal Office (ILO). The ILO provides legal support to the Garrison with a consolidated legal office composed of an existing OSJA, which is typically organic to a major tenant unit, and Garrison TDA legal assets under the supervision of the senior Staff Judge Advocate, the Command Judge Advocate (CJA) or the Chief Counsel (for Army Materiel Command organizations).

e. Installation Internal Review and Audit Compliance Office (IR). The IR provides the GC and tenant activities without internal review assets with an independent analysis capability for Garrison and tenant business operations. IR assesses, with operating officials, the adequacy and effectiveness of proposed and existing policies, systems, procedures and practices in all areas of command operations and makes constructive recommendations for mitigating identified risk.

f. Installation Safety Office (ISO). The ISO plans and programs for the Garrison workforce safety and occupational health (SOH) program in order to identify and abate hazards, reduce risks, prevent accidents and comply with statutory and regulatory requirements. ISO functions include the standard Army safety functions in AR 385-10.

## **8-6. Installation Support Directorates.**

a. Directorate of Human Resource (DHR). The DHSS executes individual, Family, and community support services and programs. The Directorate coordinates, recommends, and provides authoritative analysis, advice, and services enabling commanders to provide leadership in executing their military and civilian personnel management responsibilities. In addition, the Directorate maintains readiness of individuals, families, and communities by

developing, coordinating, and delivering education and social service programs that promote self-reliance, resiliency, and stability during war and peace. The Directorate contains four organic divisions: Military Personnel Services, Army Continuing Education & Services, Army Substance Abuse Programs, and Administrative Services.

b. Directorate of Logistics (DOL). Currently under the administrative control of Army Materiel Command, the DOL provides logistical programs and services that enable readiness. These include: receiving, storing, issuing and managing retail supplies; providing organizational clothing and individual equipment (OCIE); managing Clothing Initial Issue Point (CIIP), providing field (tactical) maintenance, and selected national (sustainment) maintenance services; providing transportation management services; managing hazardous materials; providing installation dining facility services; and providing installation level planning for mission support, training support, and deployment, and mobilization support.

c. Directorate of Emergency Services (DES). The DES is the Garrison entity that provides for the protection, welfare and safety of the Garrison community. This includes all first responders to emergencies as well as those functions that plan responses, educate the community and disseminate public safety-related information. The DES includes a Police/Provost Marshal Division and the Fire Protection & Prevention Division. The Police Chief/Provost Marshal is the DES Director.

d. Directorate of Public Works (DPW). The DPW is the Garrison's primary element for maintenance of the installation infrastructure and environment.

e. Directorate of Plans, Training, Mobilization & Security (DPTMS). The DPTMS directs, supervises, and controls the resources assigned to the directorate; reviews and analyzes operations and reports on findings with recommendations for improvement; formulates, documents, and implements policies and procedures; and advises the GC on matters which impact on assigned responsibilities. The DPTMS contains four divisions: Plans & Operations, Training, Security & Intelligence, and Airfields.

f. S6/Installation Management Office (IMO). The S-6/IMO is the Garrison's IT staff element responsible for all Information Technology (IT) services to the Garrison staff – these include data, voice and videos capabilities. The Garrison S6/IMO provides support for coordination, synchronization, and integration of Command, Control, Communications and Information Management (C4IM) services, and IMCOM mission/business systems across the Garrison on behalf of the Garrison Commander. The S6/IMO duties and functions are organized in three functional areas — IT Planning, Information Assurance (IA), and Automation. IT Planning responsibilities include strategic and capital plans to include architecture, requirements, risk management, funding, deployment, and operation and maintenance. They coordinate fielding, implementation, and sustainment of IMCOM mission/business systems with respective Directorates, local Network Enterprise Center (NEC) and Region G6. Information Assurance responsibilities include IA training, coordination, tracking and compliance. The S6/IMO is responsible for enforcing IA policies/procedures in coordination with local NETCOM entities and

performs incident response and disaster recovery operations for key leaders. Automation responsibilities include coordination with the NEC for baseline and above baseline IT Services; and developing Service Level Agreements (SLA) and Memorandum of Agreements (MOA). The S6/IMO has content and knowledge management responsibilities for organizational data, and develops/maintains mission conventional and Web applications.

#### **8-7. Directorate of Family and Morale, Welfare and Recreation (FMWR)**

a. The FMWR Directorate provides the full spectrum of FMWR activities in the following functional areas: Army Community Services (ACS), Child, Youth and School Services (CYSS), Business, Recreation, and Non-Appropriated Funds (NAF) Resource Management.

b. Organization. The Garrison DFMWR Directorate consists of five branches: ACS, CYS, Business, Recreation, and (NAF) Support Services.

c. Lead Responsibilities. The Garrison DFMWR Directorate has the following lead responsibilities:

d. Provide oversight of FMWR and Family programs and Army lodging program management within Regions. This oversight includes, but is not limited to, the functions of MWR strategic business planning, resource planning, programming, budgeting, execution and the construction program.

## Chapter 9

### 9-1. U.S. Army Environmental Command.

a. Mission. Lead and execute environmental programs and provide environmental expertise that enables Army training, operations, acquisition and sustainable military communities.

b. Organization. The USAEC has a command group, and five divisions. See Figure 5-1.

(1) The Command Group consists of the Commander, Command Sergeant Major, Technical Director, and Deputy to the Commander.

(2) The five divisions in USAEC consist of: Cleanup and Munitions Response, Environmental Quality Programs, and Environmental Technology and Technology Services, Resource Management, and the S3/5/7 Integration Team.

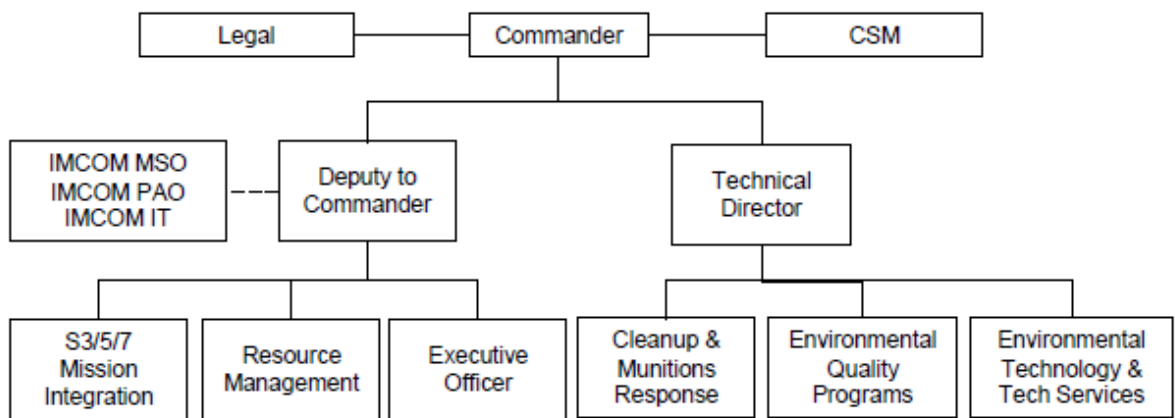


Figure 9-1. U.S. Army Environmental Command organization

c. Responsibilities of the U.S. Army Environmental Command.

(1) Serve as technical advisor to IMCOM leadership for all environmental matters affecting installation management and sustainment.

(2) Provides technical support and oversight services for execution of the military natural and cultural resources management programs worldwide.

(3) Provides program guidance, planning oversight and reporting for the Installation Restoration Program (IRP) – Active Sites and program management support for the Base Realignment and Closure (BRAC) Program.

(4) Manages and executes, as appropriate, the Army's Pollution Prevention and Compliance Program.

(5) Coordinates the Environmental Management System (EMS) and the Environmental Performance Assessment System (EPAS); centrally programs and funds external assessments at active Army installations.

(6) Provides environmental support to Acquisition Program Managers in areas of Life Cycle Costs and Pollution Prevention.

(7) Manages and executes, as appropriate, the User Requirements and Technology Implementation Portions of the Army's Environmental Quality Technology Program.

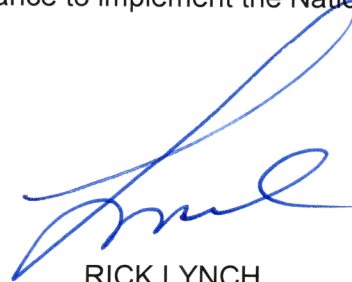
(8) Provides technical and functional oversight of the Army's environmental data.

(9) Provides support in activities related to environmental training and environmental professional career development.

(10) Provides technical support and policy guidance to implement the National Environmental Policy Act (NEPA).

BY ORDER OF THE COMMANDER:

OFFICIAL:



RICK LYNCH  
Lieutenant General, U.S. Army  
Commanding

## **Appendix A - References**

<b>AFAR</b>	Army Federal Acquisition Regulation
<b>AFARS</b>	Army Federal Acquisition Regulation Supplement
<b>AFARS 42.1502-90(a)</b>	Contractor Performance Information
<b>AFARS Subpart 13.90</b>	Government Purchase Cards
<b>AFARS Subpart 17</b>	Special Contracting Methods
<b>AFARS Part 36.600-90</b>	Authority for Architecture-Engineer Contracting

### **ARMY REGULATIONS**

<b>AR 1-1</b>	Planning, Programming, Budgeting, and Execution System
<b>AR 1-15</b>	Civilian Aides to the Secretary of the Army
<b>AR 1-33</b>	Memorial Programs
<b>AR 1-100</b>	Gifts and Donations
<b>AR 1-201</b>	Army Inspection Policy
<b>AR 5-1</b>	Total Army Quality Management
<b>AR 5-5</b>	Army Studies and Analyses
<b>AR 5-9</b>	Area Support Responsibilities
<b>AR 5-10</b>	Stationing
<b>AR 5-11</b>	Management of Army Models and Simulations
<b>AR 5-14</b>	Management of Contracted Advisory and Assistance Services
<b>AR 5-17</b>	The Army Ideas for Excellence Program
<b>AR 5-18</b>	Army Stationing and Installation Plan (ASIP)
<b>AR 5-20</b>	Commercial Activities Program
<b>AR 5-21</b>	Army Policies and Responsibilities for the ARROYO Center
<b>AR 10-5</b>	Headquarters, Department of the Army
<b>AR 10-87</b>	Major Army Commands in the Continental United States



<b>AR 10-88</b>	Field Operating Agencies, Office of the Chief of Staff, Army
<b>AR 11-1</b>	Command Logistics Review Program (CLRP)
<b>AR 11-2</b>	Management Control
<b>AR 11-7</b>	Internal Review and Audit Compliance Program
<b>AR 11-18</b>	The Cost and Economic Analysis Program
<b>AR 11-32</b>	Army Long-Range Planning System
<b>AR 11-37</b>	Army Finance and Accounting Quality Assurance Program
<b>AR 12-1</b>	Security Assistance, International Logistics, Training, & Technical Assistance Support Policy & Responsibilities
<b>AR 12-15</b>	Joint Security Assistance Training (JSAT)
<b>AR 15-41</b>	Nuclear and Chemical Survivability Committee
<b>AR 20-1</b>	Inspector General Activities and Procedures
<b>AR 25-1</b>	Army Information Management
<b>AR-25-2</b>	Information Assurance
<b>AR 25-30</b>	The Army Publishing Program
<b>AR 25-50</b>	Preparing and Managing Correspondence
<b>AR 25-51</b>	Official Mail and Distribution Management
<b>AR 25-55</b>	The Department of the Army Freedom of Information Act Program
<b>AR 25-70</b>	Troop Program Sequence Number
<b>AR 25-400-2</b>	The Army Records Information Management System (ARIMS)
<b>AR 27-1</b>	Legal Services, Judge Advocate Legal Services
<b>AR 27-10</b>	Military Justice
<b>AR 34-1</b>	International Military Rationalization Standardization and Interoperability
<b>AR 36-2</b>	Audit Reports and Follow-up
<b>AR 37-47</b>	Representation Funds of the Secretary of the Army
<b>AR 37-49</b>	Army Base Support Reimbursement Policy

<b>AR 40-1</b>	Composition, Mission, and Functions of the Army Medical Department
<b>AR 40-5</b>	Prevention Medicine
<b>AR 50-1</b>	Biological Surety
<b>AR 50-5</b>	Nuclear Surety
<b>AR 55-46</b>	Travel Overseas
<b>AR 55-80</b>	DOD Transportation Engineering Program
<b>AR 58-1</b>	Management, Acquisition, and Use of Administrative Use Motor Vehicles
<b>AR 70-1</b>	Army Acquisition Policy
<b>AR 70-6</b>	Management of the Research, Development, Test, and Evaluation, Army Appropriation
<b>AR 70-75</b>	Survivability of Army Personnel and Materiel
<b>AR 71-9</b>	Materiel Requirements
<b>AR 71-11</b>	Total Army Analysis (TAA)
<b>AR 71-32</b>	Force Development and Documentation - Consolidated Policies
<b>AR 73-1</b>	Test and Evaluation Policy
<b>AR 75-15</b>	Responsibilities & Procedures for Explosive Ordnance
<b>AR 95-1</b>	Flight Regulations
<b>AR 135-2</b>	Army National Guard (ARNG) and Army Reserve Full-Time Support (FTS) Program
<b>AR 135-18</b>	The Active Guard Reserve (AGR) Program
<b>AR 135-100</b>	Appointment of Commissioned and Warrant Officers of the Army
<b>AR 135-210</b>	Order to Active Duty as Individuals for Other than a Presidential Selected Reserve Call-up, Partial or Full Mobilization
<b>AR 140-30</b>	Active Duty in Support of the Army Reserve and AGR Management Program
<b>AR 140-145</b>	Individual Mobilization Augmentation IMCOM Program
<b>AR 165-1</b>	Chaplain Activities in the United States Army
<b>AR 190-5</b>	MOTOR VEHICLE TRAFFIC SUPERVISION

<b>AR 190-6</b>	OBTAINING INFORMATION FROM FINANCIAL INSTITUTIONS
<b>AR 190-9</b>	ABSENTEE DESERTER APPREHENSION PROGRAM AND SURRENDER OF MILITARY PERSONNEL TO CIVILIAN LAW ENFORCEMENT AGENCIES
<b>AR 190-11</b>	Physical Security of Arms, Ammunition and Explosives
<b>AR 190-12</b>	Military Working Dogs
<b>AR 190-13</b>	The Army Physical Security Program
<b>AR 190-14</b>	CARRYING OF FIREARMS AND USE OF FORCE FOR LAW ENFORCEMENT AND SECURITY DUTIES
<b>AR 190-16</b>	PHYSICAL SECURITY
<b>AR 190-17</b>	BIOLOGICAL SELECT AGENTS AND TOXINS SECURITY PROGRAM
<b>AR 190-24</b>	ARMED FORCES DISCIPLINARY CONTROL BOARDS AND OFF-INSTALLATION LIAISON AND OPERATIONS
<b>AR 190-30</b>	Military Police Investigations
<b>AR 190-40</b>	Serious Incident Report
<b>AR 190-45</b>	Law Enforcement Reporting
<b>AR 190-47</b>	The Army Corrections System
<b>AR 190-51</b>	Security of Unclassified Army Property (Sensitive and Non-sensitive)
<b>AR 190-53</b>	INTERCEPTION OF WIRE AND ORAL COMMUNICATIONS FOR LAW ENFORCEMENT PURPOSES
<b>AR 190-54</b>	SECURITY OF NUCLEAR REACTORS AND SPECIAL NUCLEAR MATERIALS
<b>AR 190-55</b>	U.S. Army Correctional System: Procedures for Military Executions
<b>AR 190-56</b>	The Army Civilian Police and Security Guard Program
<b>AR 190-58</b>	PERSONAL SECURITY
<b>AR 190-59</b>	Chemical Agent Security Program
<b>AR 195 Series</b>	Criminal Investigation
<b>AR 200-1</b>	Environmental Protection and Enhancement
<b>AR 210-7</b>	Commercial Solicitation on Army Installations
<b>AR 210-20</b>	Master Planning for Army Installations

<b>AR 210-25</b>	Vending Facility Program for the Blind on Federal Property
<b>AR 210-130</b>	Laundry and Dry Cleaning Operations
<b>AR 215-1</b>	Morale, Welfare, and Recreation Activities and Non-appropriated Fund Instrumentalities
<b>AR 215-3</b>	Non-Appropriated Funds and Related Activities Personnel Policies and Procedures
<b>AR 215-4</b>	Non-Appropriated Fund Contracting
<b>AR 220-1</b>	Unit Status Reporting
<b>AR 220-5</b>	Designation, Classification, and Change in Status of Units
<b>AR 220-90</b>	Army Bands
<b>AR 350-1</b>	Army Training
<b>AR 350-2</b>	Opposing Force Program
<b>AR 350-3</b>	Tactical Intelligence Readiness Training Program
<b>AR 350-10</b>	Management of Army Individual Training Requirements and Resources
<b>AR 350-28</b>	Army Exercises
<b>AR 351-9</b>	Inter-service Training
<b>AR 360-1</b>	The Army Public Affairs Program
<b>AR 380-5</b>	Department of the Army Information Security Program
<b>AR 380-10</b>	Foreign Disclosure, Technology Transfer, & Contacts with Foreign Representatives
<b>AR 380-49</b>	Industrial Security Program
<b>AR 380-53</b>	Information Systems Security Monitoring
<b>AR 380-67</b>	The Department of the Army Personnel Security Program
<b>AR 380-381</b>	Special Access Programs (SAPs)
<b>AR 381-10</b>	U.S. Army Intelligence Activities
<b>AR 381-11</b>	Production Requirement & Threat Intelligence Support to U.S. Army Threat Support to U.S. Army Force, Combat, and Materiel Development

<b>AR 381-12</b>	Subversion and Espionage Directed Against the U.S. Army (SAEDA)
<b>AR 385-10</b>	Army Safety Program
<b>AR 385-63</b>	Range Safety
<b>AR 405-10</b>	Acquisition of Real Property and Interests Therein
<b>AR 405-20</b>	Federal Legislative Jurisdiction
<b>AR 405-25</b>	Annexation
<b>AR 405-30</b>	Mineral Exploration and Extraction
<b>AR 405-45</b>	Inventory of Army Military Real Property
<b>AR 405-70</b>	Utilization of Real Property
<b>AR 405-80</b>	Management of Title & Granting Use of Real Property
<b>AR 405-90</b>	Disposal of Real Estate
<b>AR 415-28</b>	Real Property Category Codes
<b>AR 420-1</b>	Facilities Management
<b>AR 420-49</b>	Utility Services
<b>AR 500-3</b>	Army Continuity of Operations (COOP) Program
<b>AR 500-5</b>	Army Mobilization
<b>AR 500-10</b>	Non-Industrial Facilities for Mobilization
<b>AR 525-13</b>	Anti-terrorism
<b>AR 570-4</b>	Manpower Management
<b>AR 600-3</b>	The Army Personnel Proponent System
<b>AR 600-8</b>	Military Personnel Management
<b>AR 600-8-1</b>	Army Casualty Operations/Assistance/Insurance
<b>AR 600-8-6</b>	Personnel Accounting and Strength Reporting
<b>AR 600-8-7</b>	Retirement Services Program
<b>AR 600-8-10</b>	Leaves and Passes

<b>AR 600-8-14</b>	Identification Cards, For Members of the Uniformed Services, Their Family Members, and Other Eligible Personnel
<b>AR 600-8-22</b>	Military Awards
<b>AR 600-8-24</b>	Officer Transfers and Discharges
<b>AR 600-8-105</b>	Military Orders
<b>AR 600-9</b>	The Army Weight Control Program
<b>AR 600-20</b>	Army Command Policy
<b>AR 600-25</b>	Salutes, Honors, and Visits of Courtesy
<b>AR 600-38</b>	Meal Card Management System
<b>AR 600-63</b>	Army Health Promotion
<b>AR 600-85</b>	Army Substance Abuse Program
<b>AR 601-210</b>	Regular Army and Army Reserve Enlistment Program
<b>AR 601-280</b>	Army Retention Program
<b>AR 602-1</b>	Human Factors Engineering Program
<b>AR 602-2</b>	Manpower and Personnel Integration (MANPRINT) in the System Acquisition Process
<b>AR 608-1</b>	Army Community Service
<b>AR 608-10</b>	Child Development Services
<b>AR 608-18</b>	The Army Family Advocacy Program
<b>AR 608-20</b>	Army voting Assistance Program
<b>AR 608-75</b>	Exceptional Family Member Program
<b>AR 614-100</b>	Officer Assignment Policies, Details and Transfers
<b>AR 614-185</b>	Requisitions and Assignment Instructions for Officers
<b>AR 614-200</b>	Enlisted Assignments and Utilization Management
<b>AR 621-5</b>	Army Continuing Education System (ACES)
<b>AR 621-108</b>	Military Personnel Requirements for Civilian Education

<b>AR 621-202</b>	Army Educational Incentives and Entitlements
<b>AR 635-5</b>	Separations Documents
<b>AR 635-5-1</b>	Separation Program Designators (SPD) Codes
<b>AR 635-10</b>	Processing Personnel for Separation
<b>AR 635-200</b>	Active Duty Enlisted Administrative Separations
<b>AR 638-2</b>	Care and Disposition of Remains and Disposition of Personal Effects
<b>AR 670-1</b>	Wear and Appearance of Army Uniforms and Insignia
<b>AR 672-20</b>	Incentive Awards
<b>AR 690-11</b>	Mobilization Planning and Management
<b>AR 690-12</b>	Equal Employment Opportunity and Affirmative Employment
<b>AR 690-200</b>	General Personnel Provisions
<b>AR 690-400</b>	Total Army Performance Evaluation System (Chapter 4302)
<b>AR 690-600</b>	Equal Employment Opportunity Discrimination Complaints
<b>AR 690-950</b>	Career Management
<b>AR 700-18</b>	Provisioning of U.S. Army Equipment
<b>AR 700-84</b>	Issue and Sale of Personal Clothing
<b>AR 700-127</b>	Integrated Logistic Support
<b>AR 700-138</b>	Army Logistics Readiness and Sustainability
<b>AR 700-142</b>	Materiel Release, Fielding, and Transfer
<b>AR 708-1</b>	Logistics Management Data and Cataloging of Supplies and Equipment
<b>AR 710-1</b>	Centralized Inventory Management of the Army Supply System
<b>AR 710-2</b>	Supply Policy Below the National Level
<b>AR 710-3</b>	Asset and Transaction Reporting System
<b>AR 725-1</b>	Special Authorization and Procedures for Issues, Sales, and Loans
<b>AR 725-50</b>	Requisition, Receipt, and Issue System
<b>AR 735-5</b>	Policies and Procedures for Property Accountability

<b>AR 735-11-2</b>	Reporting of Supply Discrepancies
<b>AR 735-17</b>	Accounting for Library Materials
<b>AR 750-1</b>	Army Materiel Maintenance Policy and Retail Maintenance Operations
<b>AR 750-10</b>	Army Modification Program
<b>AR 750-43</b>	Army Test, Measurement, and Diagnostic Equipment Program
<b>AR 755-3</b>	Recovery and Utilization of Precious Metals
<b>AR 840-10</b>	Flags, Guidons, Streamers, Tabards, and Automobile and Aircraft Plates
<b>AR 870-5</b>	Military History: Responsibilities, Policies, and Procedures
<b>AR 870-20</b>	Museums, Army Historical Artifacts, and Art
<b>AR 930-4</b>	Army Emergency Relief
<b>AR 930-5</b>	American National Red Cross Service Program and Army Utilization
<b>CG 108</b>	Hazardous Material Handling and Documentation

## **ACTS**

**Civil Rights Act of 1991**

**Clean Air Act (as amended)**

**Clean Water Act of 1977**

**Coastal Zone Management Act of 1972**

**Emergency Planning and Community Right-to-Know Act of 1986**

**Safe Drinking Water Act**

## **DA Circulars/PAM**

<b>DA Cir 608-04-01</b>	Better Opportunities for Single Soldiers Program
<b>DA PAM 5-18</b>	Army Stationing and Installation Plan Guide
<b>DA PAM 5-20</b>	Commercial Activities Study Guide
<b>DA PAM 25-5</b>	Preparing and Processing Requests for Long-Haul Information Transfer Services



<b>DA PAM 25-6</b>	Configuration Management for Automated Information Systems
<b>DA PAM 30-22</b>	Operating Procedures for the Army Food Program
<b>DA PAM 70-3</b>	Army Acquisition Procedures
<b>DA PAM 73-1</b>	Test and Evaluation in Support of Systems Acquisition
<b>DA PAM 190-12</b>	MILITARY WORKING DOG PROGRAM
<b>DA PAM 190-51</b>	RISK ANALYSIS FOR ARMY PROPERTY
<b>DA PAM 190-59</b>	CHEMICAL AGENT SECURITY PROGRAM
<b>DA PAM 200-1</b>	Environmental Protection and Enhancement
<b>DA PAM 351-4</b>	U.S. Army Formal Schools Catalog
<b>DA PAM 420-6</b>	Directorate of Public Works Resource Management System
<b>DA PAM 570-4</b>	Manpower Procedures Handbook
<b>DA PAM 600-8 Series</b>	Military Personnel
<b>DA PAM 600-8-11</b>	Military Personnel Office Separation Processing Procedures
<b>DA PAM 600-45</b>	Army Communities of Excellence - Guidelines for Community Excellence
<b>DA PAM 600-75</b>	Accommodating Religious Practices
<b>DA PAM 600-85</b>	Army Substance Abuse Program Civilian Services
<b>DA PAM 601-5-14</b>	REQUEST Manager's Handbook
<b>DA PAM 672-20</b>	Incentive Awards Handbook
<b>DA PAM 690-400</b>	Total Army Performance Evaluation System (TAPES)
<b>DA PAM 700-142</b>	Instructions for Materiel, Release, Fielding, and Transfer
<b>DA PAM 710 Series</b>	Inventory Management
<b>DA PAM 738-750</b>	Functional Users Manual for the Army Maintenance Management System (TAMMS)
<b>DA PAM 738-751</b>	Functional Users Manual for the Army Maintenance Management System - Aviation (TAMMS-A)

### **DOD Publications and Forms**

**Defense Information Infrastructure Common Operating Environment –**

<b>DFARS</b>	Defense Federal Acquisition Regulation
<b>DFARS, Part 219</b>	Small Business and Small Disadvantaged Business Concerns
<b>DFAS-IN Memorandum 37-1</b>	Finance and Accounting Policy Implementation
<b>DFAS-IN Manual 37-100-XX</b>	The Army Management Structure
<b>DOD 1000.21-R</b>	DOD Passport and Passport Agent Services Regulation
<b>DOD 1400.25-M</b>	DOD Civilian Personnel Manual
<b>DOD 4500.54-G</b>	Department of Defense Foreign Clearance Guide (FCG)
<b>DOD 5000.2-R</b>	Mandatory Procedures for Major Defense Acquisition Programs (MDAPS) and Major Automated Information System (MAIS) Acquisition Programs
<b>DOD 7600.7-M</b>	Internal Audit Manual
<b>DODI 1328.10</b>	Department of Defense Food Service Program
<b>DODI 1348.30</b>	Secretary of Defense Maintenance Awards Program
<b>DODD 2000.12</b>	DOD Antiterrorism Programs
<b>DODI 2000.16</b>	DOD Antiterrorism Standards
<b>DODD 3235.2</b>	DOD Combat Feeding and Engineering Program, DOD Combat Feeding Research and Engineering Board and DOD Nutrition Committee
<b>DODD 4205.1</b>	DOD Small Business and Small Disadvantaged Business Utilization Programs
<b>DODD 5000.1</b>	The Defense Acquisition System
<b>DODD 5010.38</b>	Management Control (MC) Program
<b>DODI 1338.10-M</b>	Manual for the Department of Defense Food Service Program
<b>DODI 4000.19</b>	Inter-service and Intra-governmental Support
<b>DODI 4500.34-R</b>	Personal Property Traffic Management Regulation
<b>DODI 6055.1</b>	DOD Safety and Occupational Health (SOH) Program
<b>DODI 6055.2</b>	Child Development Programs
<b>DODI 6055.06</b>	DOD Fire and Emergency Services Program
<b>DODI 7000.14</b>	DOD Financial Management Policies and Procedures

<b>DD Form 350</b>	Individual Contracting Action Report
<b>DD Form 1057</b>	Monthly Contracting Summary of Actions \$25,000 or Less
<b>EEOC-MD-110</b>	Equal Employment Opportunity Commission (EEOC), EEO Management Directive 110, Federal Sector Complaint Processing Manual
<b>EEOC-MD-715</b>	EEO Management Directive
<b>EO 11593</b>	Protection and Enhancement of the Cultural Environment
<b>EO 11987</b>	Exotic Organisms
<b>EO 11988</b>	Floodplain Management
<b>EO 11990</b>	Protection of Wetlands
<b>EO 12088</b>	Federal Compliance with Pollution Control Standards
<b>EO 12196</b>	Occupational Safety and Health Programs for Federal Employees
<b>EO 12898</b>	Federal Actions to Address Environmental Justice in Minority and Low-Income Populations
<b>EO 12902</b>	Energy Efficiency and Water Conservation at Federal Facilities
<b>EO 12958</b>	Classified National Security Information
<b>EO 12962</b>	Recreational Fisheries
<b>EO 13101</b>	Greening the Government through Waste Prevention, Recycling, and Federal Acquisition
<b>EO 13045</b>	Protection of Children from Environmental Health Risks and Safety Risks
<b>EO 13148</b>	Greening the Government through Leadership in Environmental Management
<b>FM 1-05</b>	Religious Support
<b>FM 10-2</b>	Basic Doctrine for Army Field Feeding and Class I Operations Management
<b>FM 10-23-1</b>	Tactics, Techniques, and Procedures for Garrison Food Preparation and Class I Operations Management
<b>FM 14-100</b>	Financial Management Operations
<b>FM 3-19.30</b>	Physical Security
<b>FM 7-0</b>	Training the Force

**FM 25-101** Battle Focused Training  
**FM 100-5** Operations  
**FM 100-22** Installation Management  
**FM 101-5** Staff Organizations and Operations

**Government Auditing Standards**

**Inspector General Act of 1978**

**Installation Information Transfer System (IITS) Policy**

**JFTR Vol 1** The Joint Federal Travel Regulations - Uniformed Service Members

**Joint Computer Based Instruction Program Management Charter**

**Joint Computer Based Instruction Master Plan**

**Joint Technical Architecture – Army**

**JP 1-01c1** Joint Publication System, Joint Doctrine and Joint Tactics, Techniques, and Procedures Development Program

**JTR** Joint Travel Regulation

**JTR Vol 2** Joint Travel Regulation: Volume II: DOD Civilian Personnel

**Marine Protection, Research, and Sanctuaries Act of 1972**

**Monthly Status Report Manual**

**National Oil and Hazardous Substances Pollution Contingency Plan (revised)**

**NGR 600-10** ARNG Tour Program (NGB Controlled Title 10 USC Tours)

**OGE Form 450** Executive Branch Confidential Financial Disclosure Report

**OMB Cir A-76** Performance of Commercial Activities

**OMB Cir A-76 Revised Supplemental Handbook**

**OMB Cir A-123** Management Accountability and Control

**PL 91-596** Occupational Safety and Health Act

**PL 101-510** National Defense Authorization Act for Fiscal Year 1991

**PL 101-645** Stewart B. McKinney Homeless Assistance Amendments Act of 1990

**SF 278** Executive Branch Personnel - Public Financial Disclosure Report and Schedule A (Assets and Income)

**Title 10, USC, Sec 3547** Duties: Chaplains; assistance required of commanding officers

**Toxic Substances Control Act**

**29 CFR, Part 1910** Occupational Safety and Health Administration, Labor

**29 CFR, Part 1910.1200** Hazardous Communication

**29 CFR, Part 1960** Basic Program Elements for Federal Employee OSH Programs and Related Matters

## **Appendix B – Common Functions**

The following functions are common to all IMCOM organizational levels and sub-activities. These functions may or may not be listed in the basic document:

1. Perform budget planning and programming.
2. Review and provide input to cross-functional regulations, policies, manuals and other documents.
3. Recommend improvements to programs and initiatives.
4. Conduct reviews and analyses.
5. Monitor, report and recommend to the organizational leadership the status of programs and initiatives and courses of action.
6. Design efficiencies to business processes.
7. Conduct mission analyses and staff estimates for leadership.
8. Provide technical recommendations or advice to organizational staff.
9. Integrate, coordinate, and staff actions with the organizational staff.
10. Conduct organizational strategic planning and develop actions plans.
11. Share information with inside and outside organizations.
12. Provide administrative and logistical support for own organization.
13. Manage workflow and execution of day-to-day operations.
14. Provide professional development, functional, and technical training of organizational employees.
15. Determine resource requirements and provide to leadership.
16. Assess the effectiveness and impacts of existing policies, systems, procedures and practices to organizational operations.
17. Assess organizational customer satisfaction/dissatisfaction.
18. Coordinate for audits to resolve real or perceived problems.
19. Report and investigate accidents.
20. Provide for the wellbeing of organizational employees.
21. Develop and participate in organizational incentives and awards programs.

22. Assess overall performance of employees through cyclic assessment program.
23. Prepare staff actions for leadership review and approval.
24. Prioritize program focus based on leadership directives.
25. Manage office security program.
26. Manage office Government Travel Card Program.
27. Monitor and maintain records oversight IAW the Defense Travel System (DTS) timeline (i.e., six years and three months).
28. Monitor expenditures of office funding allocations.
29. Coordinate office automation requirements, sustainment, and support.
30. Evaluate contribution to organizational strategic goals and objectives.
31. Develop performance-based metrics and measures to assess overall functional performance.
32. Assess competitive sourcing requirements.
33. Provide functional program management, procedural guidance and oversight.
34. Maintain records, obtain data, and develop reports/studies/projects, as required.
35. Lower cost of doing business.
36. Update business plans and strategies.
37. Coordinate for and conduct functional-oriented conferences, workshops, and meetings.
38. Respond to data calls.
39. Provide periodic assessment of relations with host nation.
40. Conduct management control process activities IAW AR 11-2 and appropriate to the IMCOM organizational level, including but not limited to, developing or having input to annual statements of assurance, conducting evaluations of internal controls, and identifying and resolving material weaknesses.
41. Develop or review functional MOUs/MOAs or provide input to all types of agreements appropriate for the IMCOM organization level (e.g., Garrison support activities are responsible for their functional portion of inter-/intra-service support agreements; Region offices for regional agreements; HQ divisions for IMCOM-wide agreements, etc.)

## Appendix C – Glossary

Purpose: Provide a glossary of terms of abbreviations and acronyms used in IMCOM Regulation 10-1, Organization and Functions Manual. The following acronyms used in this document are provided for your information and assistance. It should be noted that these definitions relate only to their use in this document and are official definitions as they relate to Installation Management Command.

AAB	Administrative Appeal Board
AAFES	Army & Air Force Exchange System
ABC	Activity-Based Costing
ACA	Army Contracting Agency
ACES	Army Continuing Education System and Army Center of Excellence, Subsistence
ACOE	Army Community of Excellence
ACOM	Army Command
ACS	Army Community Services
ACSIM	Assistant Chief of Staff for Installation Management
ADCO	Alcohol and Drug Control Officer
ADT	Active Duty Training
AEC	Army Energy Conservation
AFH	Army Family Housing
AFAP	Army Family Action Plan
AFMIS	Army Food Management Information System
AFTB	Army Family Team Building
AG	Adjutant General
AHC	Automated Headcount
AMC	Army Materiel Command
AMCSS	Army Military Clothing Sales Store
AMOPES	Army Mobilization Operations Planning and Execution System
AMSCO	Army Management Structure Code
AO	Area of Operation
AOAP	Army Oil Analysis Program
AOR	Area of Responsibility
APF	Appropriated Funds
APIC	Army Performance Improvement Criteria



AR	Army Regulation
ARD	Army Reserve Directorate
ARNG	Army National Guard
ARSTAF	Army Staff
ASA	Assistant Secretary of the Army
ASAP	Army Substance Abuse Program
ASCC	Army Service Component Command
ASG	Area Support Group
ASIP	Army Stationing and Installation Plan
ASL	Authorized Stockage List
ASP	Ammunition Support Point
ATEC	Army Test and Experimentation Command
ATRRS	Army Training Report System
AUELS	Automated Unit Equipment Lists
AWCF	Army Working Capital Funds
AWOL	Absent Without Leave
BAS	Basic Allowance for Subsistence
BASOPS	Base Operations
BDFA	Basic Daily Food Allowance
BES	Budget Estimate Submission
BMC	BASOPS Maintenance Center
BIC	Battlefield Information Center
BOD	Board of Directors
BOIP	Basis of Issue Plan
BOQ	Bachelor Officers Quarters
BOS	Back Office Server
BRAC	Base Realignment and Closure
BSB	Base Support Battalion
BUP	Barracks Upgrade Programs
CAMIS	Commercial Activities Management Information System
CAMD	Chemical Agent and Munitions Disposal Funds
CARC	Chemical Agent Resistant Coating
CAT	Crisis Action Team
CBR	Chemical, Biological and Radiological

CDMP	Community Development and Management Plan
CDS	Child Development Services
CENDOC	Centralized Documentation
CEP	Civilian Execution Plan
C4IM	Control, Communications, Computer, Information Management
CIP	Command Inspection Program
CFLC	Chaplain Family Life Center
CFO	Chief Financial Officer
CHRA	Civilian Human Resource Agency
CM	Chemical
CI	Counter Intelligence
CID	Criminal Investigation Division
CIF	Central Issuance Facility
CIG	Commander's Initiatives Group
CIIPS	Clothing Initial Issue Points
CJA	Command Judge Advocate
CLS	Common Levels of Support
COCO	Contractor-Owned and Contractor-Operated
COMSEC	Communications Security
CONOPS	Contingency Operations
CONUS	Continental United States
CONUSA	Continental United States Army
COR	Contracting Officer's Representative
COOP	Continuity of Operations Plans
CPAC	Civilian Personnel Advisory Center
CPAS	Commercial Activities Proposed Action Summary
CPCP	Corrosion Prevention Control Program
CPMC	Capital Purchase and Minor Construction
CPPSO	Consolidated Personal Property Shipping Office
CRP	Central Receiving Point
CSA	Chief of Staff, U.S. Army
CSM	Command Sergeant Major
CSO	Competitive Sourcing Office
CTB	Community Team Building

CTO	Commercial Traffic Office
CYSS	Child Youth and School Services
DA	Department of the Army
DACG	Departure Airfield Control Group
DCIPS	Defense Civilian Intelligence Program
DCS	Deputy Chief of Staff
DECA	Defense Commissary Agency
DERA	Defense Environmental Restoration Account
DFAC	Dining Facility
DFAS	Defense Finance and Accounting Service
DHR	Directorate of Human Resources
DLA	Defense Logistics Agency
DFMWR	Directorate of Family Morale, Welfare and Recreation
DOC	Directorate of Contracting
DOD	Department of Defense
DODI	Department of Defense Instructions
DODAAC	DOD Activity Address Code
DOL	Directorate of Logistics
DOT	Department of Transportation
DPG	Defense Program Guidance
DPH	Directorate of Public Housing
DPS	Directorate of Public Safety
DPSC	Defense Personnel Support Center
DPTMS	Directorate of Plans, Training, Mobilization & Security
DPW	Directorate of Public Works
DSCP	Defense Support Center Philadelphia
DTS	Defense Transportation System
EAP	Employee Assistance Program
ECIP	Energy Conservation Investment Program
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Commission
EIR	Equipment Improvement Report
EMS	Engineer Management System
EO	Equal Opportunity

EOC	Emergency Operations Center
EOO	Equal Opportunity Office
EPSQ	Electronic Personnel Security Questionnaire
ESD	Education and Services Division
ESP	Equipment Survey Program
ESPC	Energy Savings Performance Contracts
EUCOM	European Command
EXEVAL	External Evaluation Program
FAA	Federal Aviation Agency
FBI	Federal Bureau of Investigation
FDR	Final Decision Report
FECA	Federal Employee Compensation Act
F&ES	Fire and Emergency Services
FFEMA-M	Furniture and Furnishings Equipment Maintenance Activity – Mannheim
FFEMA-W	Furniture and Furnishings Equipment Maintenance Activity – Wuerzburg
FGS	Final Governing Standard
FM&C	Financial Management and Comptroller
FOA	Field Operating Agency
FOIA	Freedom of Information Act
FORSCOM	Forces Command
FP	Force Protection
FRP	Facility Reduction Program
FSE	Food Service Equipment
FY	Fiscal Year
GAO	General Accounting Office
GC	Garrison Commander
GFOQ	General and Flag Officers Quarters
GIS	Geographic Information System
GOCO	Government Owned – Contractor Operated
GRA	Government Relations Advisor
GRO	Government Relations Office
HAP	Humanitarian Assistance Program
HAZMAT	Hazardous Material
HCA	Head of Contracting Agency

HHC	Headquarters and Headquarters Company
HHD	Headquarters and Headquarters Detachment
HHG	Household Goods
HMMP	Hazardous Material Management Program
HQ	Headquarters
HQDA	Headquarters, Department of the Army
HR	Human Resources
HRC	Human Resources Command
HRD	Human Resource Directorate
IA	Information Assurance
IAVA	Information Assurance Vulnerability Alert
IAW	In accordance with
ICE	Integrated Customer Evaluation
ICIDS	Integrated Commercial Intrusion Detection Systems
ICO	Installation Contracting Office
ICRMP	Integrated Cultural Resources Management Plan
IDS	Intrusion Detection System
IDT	Inactive Duty Training
I&E	Installations and Environment
IFMS	Interagency Fleet Management System
IFPM	Installation Food Program Management
IFS	Installation Facilities System
IG	Inspector General
IM	Installation Management
IMA	Individual Mobilization Augmentee
IMCOM	Installation Management Command
IMCOM-Atlantic	Installation Management Command-Atlantic
IMCOM-Central	Installation Management Command-Central
IMCOM-Pacific	Installation Management Command-Pacific
IMCOM-E	Installation Management Command-Europe Region
IMCOM-K	Installation Management Command-Korea Region
IMCOM-NE	Installation Management Command-North East Region
IMCOM-SE	Installation Management Command-Southeast Region
IMCOM-W	Installation Management Command-West

IMCOM-ARD	Installation Management Command – Army Reserve Directorate
IMCOM-POM	Installation Management Command – Programmed Objective Memorandum
IM-BOD	Installation Management Board of Directors
IMCEN	Information Management Center
IMMA	Installation Maintenance Management Activity
IMMO	Installation Material Maintenance Officer
INFOSEC	Information Security
INDUSEC	Industrial Security
INRMP	Integrated Natural Resources Management Plan
IOC	Installation Operations Center
IP	Internal Protection
IPB	Installation Planning Board
IPL	Integrated Priority List
IPT	Integrated Process Team
IR	Internal Review
IRP	Installation Restoration Program
IRR	Individual Ready Reserve
ISDO	Installation Staff Duty Operations
ISO	Installation Safety Office
ISR	Installation Status Report
ISSA	Inter-Service Support Agreement
IT	Information Technology
ITAM	Installation Training Area Management
ITO	Installation Transportation Office
JCS	Joint Chiefs of Staff
JOPES	Joint Operations Planning and Execution System
JROC	Joint Requirements Oversight Council
JWCA	Joint War-fighting Capabilities Assessment
KM	Knowledge Management
KORO	Korea Region Office, IMCOM
MAIT	Management Assistance Inspection Team
MARKS	Modern Army Record Keeping System
MARS	Military Affiliated Radio System
MCA	Major Construction, Army

MCP	Management Control Process
MDEP	Management Decision Package
MDRD	Mobilization, Deployment, Redeployment and Demobilization
MDW	Military District of Washington
MEDDAC	Medical Department Activity
MILCON	Military Construction
MOA	Memorandum of Agreement
MOBTDA	Mobilization Table of Distribution and Allowances
MOS	Military Occupational Specialty
MOTCO	Military Ocean Terminal Concord
MOU	Memorandum of Understanding
MP	Military Police
MPD	Military Personnel Division
M&RA	Manpower and Reserve Affairs
MRE	Meal Ready to Eat
MRE	Maintenance, Repair and Environmental
MTMC	Military Transport Movement Command
MWD	Military Working Dog
MWO	Modification Work Order
MWR	Morale, Welfare, and Recreation
NAF	Non-Appropriated Funds
NAFMC	NAF, Major Construction
NETCOM	Network Enterprise Technology Command
NMM	National Maintenance Manager
NMP	National Maintenance Program
NRC	Nuclear Regulatory Commission
NSC	National Security Council
NTV	Non-Tactical Vehicle
OACSIM	Office of the Assistant Chief of Staff for Installation Management
OCIE	Organizational Clothing and Individual Equipment
OMA	Operations and Maintenance, Army
OMAR	Operation and Maintenance, Army Reserve
OMB	Office of Management and Budget
OPA	Other Procurement, Army

OPARC	Office of the Principal Assistant Responsible for Contracting
OPSEC	Operations Security
ORI	Operational Readiness Inspections
OSD	Office of the Secretary of Defense
OSHA	Occupational Safety and Health Agency
OSJA	Office of the Staff Judge Advocate
OTR	One-Time Repair
OWCP	Office of Workman's Compensation Program
PA	Public Affairs
PAO	Public Affairs Office
PAIO	Plans, Analysis and Integration Office
PARC	Principal Assistant Responsible for Contracting
PARO	Pacific Region Office, IMCOM
PBG	Program Budget Guidance
PCS	Permanent Change of Station
PEG	Program Evaluation Group
PEP	Productivity Enhancement Program
PERSEC	Personnel Security
PIR	Personnel Information Roster
PKI	Public Key Infrastructure
PMAP	Procurement Management Assistance Program
PMR	Performance Management Review
PMO	Provost Marshal Office
POC	Point of Contact
POM	Program Objective Memorandum
POV	Privately Owned Vehicle
PPBES	Planning, Programming, Budgeting, and Execution System
PPPR	Personal Property Performance Review
PW	Public Works
PWS	Performance Work Statement
QDR	Quality Deficiency Report
QOLE, D	Quality of Life Enhancement, Defense
R&A	Review and Analysis
RC	Reserve Component



RCE	Readiness Core Enterprise
RCI	Residential Communities Initiatives
RCIO	Region Chief Information Officer
RDT&E	Research, Development, Test, & Evaluation
RFO	Request for Orders
RMDA	Records Management and Declassification Agency
ROTC	Reserve Officer Training Corps
RSC	Reserve Support Command
RSO	Region Security Office
RTSO	Region Travel Services Office
SAEDA	Subversion and Espionage Directed Against
SBS	Support Base Services
SETA	Security Awareness and Training
SAMS	Standard Army Maintenance System
SBC	Service-Based Costing
SBEQ	Senior Bachelor Enlisted Quarters
SCI	Sensitive Compartmentalized Information
SDDC	Surface Deployment and Distribution
SHARP	Sexual Harassment/Assault Response and Prevention Program
SICE	Services and Infrastructure Core Enterprise
SIDPERS	Standard Installation/Division Personnel System
SIK	Subsistence In Kind
SMC	Senior Mission Commander
SOH	Safety and Occupational Health
SOP	Standing Operating Procedures
SRA	Special Repair Authority
SRM	Sustainment, Restoration, and Modernization
SRP	Soldier Readiness Processing
SSA	Source Selection Activity
SSC	State Security Council
SSEB	Source Selection Evaluation Board
SSO	Special Security Office
STAMIS	Standard Army Management Information System
STRATCOM	Strategic Communications

TAA	Total Army Analysis
TACOM	Tank-Automotive Command
TADSS	Training Aids Devices Simulators Systems
TAP	The Army Plan
TC-ACCIS	Transportation Coordinators Automated Command and Control Information System
TC-AIMS II	Transportation Coordinators Automated Information Management System II
TDA	Table of Distribution and Allowances
TDY	Temporary Duty Travel
TECHCON	Technical Control
TISA	Troop Issue Subsistence Activity
TMC	Talent Management Center
TMDE	Test Measurement and Diagnostic Equipment
TMP	Transportation Motor Pool
TOPS	Transportation Operational Personal Property Standard System
TRADOC	Training and Doctrine Command
TSC	Training Support Center
TWCF	Transportation Working Capital Funds
UICIO	Unit Identification Code Information Officer
UFR	Un-financed Requirement
UMM CA	Unspecified Minor Military Construction, Army
UPH	Unaccompanied Personnel Housing
U.S.	United States
U.S.A.	United States Army or United States of America
USAAA	United States Army Audit Agency
USABMC-E	United States Army BASOPS Maintenance Center - Europe
USACE	United States Army Corps of Engineers
USAMAA	United States Army Manpower Analysis Agency
USAR	United States Army Reserve
USAREUR	United States Army, Europe
USARPAC	United States Army, Pacific
USARSO	United States Army, South
USATMC-E	United States Army Transportation Management Center - Europe
USOPM	United States Office of Personnel Management

VCSA	Vice-Chief of Staff, U.S. Army
VI	Visual Information
VTC	Video Teleconference Center
WIAS	World-wide Individual Augmentation System
WCF	Working Capital Fund
WfF	War Fighters Forum
WMD	Weapons of Mass Destruction

